Proceedings of the *Second National* Community Impact Assessment Workshop

Sponsored by:
Federal Highway Administration
Federal Transit Administration
California Department of Transportation

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Division of Environmental Analysis
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Chapter 1 Workshop Purpose

The California Department of Transportation (Caltrans) was pleased to host the Second National Community Impact Assessment (CIA) Workshop. The workshop was co-sponsored with the Federal Highway Administration and the Federal Transit Administration of the U.S. Department of Transportation. The goal of the workshop was to provide information to transportation professionals to enhance their expertise on addressing community impact issues.

Community impact assessment deals with the process of evaluating the effects of transportation actions on communities and community members' quality of life. The focus is on the early and continuous gathering and evaluation of information from the community and other sources. This information on the human environment is used in the transportation decision-making process — from project inception in planning, continuing into the project development and environmental studies phases, and through construction, operation and maintenance.

The first National CIA Workshop was held in Tampa, Florida, in 1998. The success of that workshop and the desire by participants to continue to have a forum to share ideas about CIA led to the formation of a national steering committee on CIA issues. This national steering committee, chaired by the Caltrans headquarters Division of Environmental Analysis, and consisting of representatives from across the country with expertise in analyzing transportation-related effects on communities, developed the agenda topics for this Second National CIA Workshop.

As with the first National CIA Workshop, this workshop primarily targeted an audience of technical specialists who prepare community analyses as part of the environmental planning process. It also reached out to managers and decision-makers from local, regional, state and federal transportation agencies who are responsible for ensuring the adequacy of such analyses and who ultimately provide the leadership for promoting community impact assessment in transportation decision-making within their respective organizations.

A national steering committee, chaired by the Caltrans headquarters Division of Environmental Analysis, and consisting of representatives from across the country with expertise in analyzing transportation-related effects on communities, developed the agenda topics for the Second National CIA Workshop. From environmental justice to livable communities, from early identification of a community's social,

economic and land use concerns to embracing more effective public involvement approaches, the CIA Workshop sessions explored important issues confronting transportation agencies and helped set forth directions for the future.

In the following pages we have attempted to capture the essence of the workshop in edited form. In publishing the comments of the participants of the workshop, we have endeavored to retain the context and essential points of each presenter.

Chapter 2 Presentation Summaries

Day 1

Opening Session

Welcome to San Diego

Charles "Muggs" Stoll

District Division Chief – Environmental
California Department of Transportation (District 11, San Diego)

I am the Environmental Division Chief for Caltrans District 11 here in San Diego, and I'm here on behalf of my district director, Gary Gallegos. He's tremendously interested in the subject of this workshop, and how it applies to the work that we do here in our district. The description in your workshop materials of San Diego is excellent. There's plenty to do here, so I encourage you to do that.

A number of years ago, the local school district in San Diego put a call out for professionals working in the community to sign up and put their names on a list with a subject that you'd be willing to talk about at one of the schools. One day, I went out and met with a second grade class. I was talking to the kids about how we plan our highway projects, and I talked a little bit about one of the projects you're going to see on the field trip on Thursday, the 40th Street project. I started talking about this, and a second-grader raises his hand and says "with that project, don't you go through a lot of homes? What are you going to do to take care of all those poor people?" I stepped back. This is a second-grader that asked me this question, and I guess the point here today is that a second-grader understands the issues that you are going to be discussing over the next few days.

I was thinking to myself, why is it so hard sometimes to get innovative things built into the projects? As I think about it, of course, money is always an issue, and the history of how transportation has been developed. The whole Interstate Era, where the mandate was there and translated into "get the hell out of the way, we're coming through, come hell or high water." I think another part of it is that, and I have to admit this being from an engineering background myself, is that the whole issue of CIA, and all that surrounds it, is what I call in a very non-technical term, a very

"squishy" subject. It's the squishy stuff, and lots of people, not just engineers, but particularly engineers are not real comfortable with the squishy stuff.

In my short time dealing with these kinds of community and social issues, I believe there is no cookie cutter, grind it out, get an answer at the bottom line. CIA is more difficult. That's why I use the term "squishy." But I would also challenge all of you to think about the fact that in order to make the things work, in order to get innovative things incorporated into transportation projects, we're going to have to convince a whole lot of people that are outside of this room who have a lot of influence on the decision, as to whether these good things happen or not.

Beyond that again, welcome everybody, we're very happy to have you here in San Diego.

Opening Remarks

Harold Peaks

Team Leader
FHWA, Office of Human Environment

Let me just say a few words on behalf of the FHWA. You may have noted in the agenda that I'm with the Office of Human Environment. That's new terminology based on some restructuring that has gone on with the FHWA. The Office of Human Environment -- that terminology is just part of the evolution of change that I'd like to talk about for a couple of minutes. CIA is not a new phenomenon. It's that the terms have changed, the emphasis, and the types of attention and time that we have given to this process, and need to give to this process, have been changing over time.

If you have heard the Secretary of Transportation Rodney Slater give a speech, you will hear the words "put people first"; you will have heard the words "transportation is more than asphalt concrete and steel." You will have heard the words that "we need to consider the places people travel to and from in addition to how quickly we can get them there." Those things that have been touted by the secretary over and over again in almost every speech that he gives, and they should be a clear indication to where he and the rest of the administration see this department headed. And that's not by accident. That's not by accident at all. So those terms should not be taken lightly. And we need to hold onto those things; we need to fold them into our presentations and our discussions, and recognize that while we do have a transportation responsibility, we also have the responsibility to consider the people that we are affecting.

This whole mechanism that we're calling CIA is really about assisting the decision-making process to make it better, continually trying to improve it on a day-to-day basis. It's not just about trying to be a small bubble attached to a fast moving train; it's about trying to get these kinds of issues or considerations built into the decision process from the very beginning, right through implementation. We've had a tremendous amount of difficulty over the years of trying to do that.

We are resolving to try and figure out how we can do a better job with the things that have to be done in order to improve our standing with the citizens and public. We have been trying to evolve from a process of confrontation to one of inclusion, and that's been a very difficult thing for many of our engineers, and many of our planners, and many of our environmentalists, because again, we had trained ourselves so effectively on compartmentalization, and that's difficult to come out of.

What I want to raise in your mind is the question of how do we effectively get this balance that's necessary between the kind of things that we consider in the natural environment and in the human environment into the design process and other elements of implementation. What do we have to do to make it work better? The charge that you have here is to help design that process. I think I heard somebody in the back just say "why are you preaching to the choir?" We're the ones that came here already impressed with the idea that we need to do a better job of CIA. But again, you have to also realize that when the choir is called upon to sing, if you are not ready with the right notes and the right songs, then you may lose that opportunity to be effective in trying to make a change or difference in your organization, and that's what it's about, trying to make a change and a difference, where a change is necessary.

People in leadership positions now recognize that there is a need to do more to make their project and process palatable to the communities that they are affecting. You cannot just go in and ramrod projects any longer.

Why do we have Congress putting into ISTEA, and then TEA-21, language about preservation of communities, about design considerations prior to decision-making, all of these kinds of things? It's because that Congress, too, recognizes the challenge in the change.

The challenge before us, again, is to make all these pieces fit together. How do we deal with words that we hear now, like environmental justice, and how do we deal with words now about low income individuals participating in the process? How do

we deal with words that we hear now about public involvement, public participation and community involvement? All of these buzz words, many of them were around for a long time, but they're taking on a new life unto themselves, but they're more than just buzz words, and I want to make sure that we don't cavalierly overlook the meaning associated with these things.

So, let me just conclude my remarks by pointing out that we have a responsibility to do our very best to try to make this concept work. We are in a different era, a different time, and a different set of circumstances. The challenge is there, but the change is right upon us.

Leslie Rodgers

Administrator
FTA Region IX (San Francisco)

I think the selection of San Diego for this conference was very wise and fortuitous. San Diego County is a microcosm of the various issues that we're facing and we will be addressing over the next few days during this workshop.

I understand that the design team that developed this workshop has crafted an agenda with an overall goal of improving procedures for the identification of transportation-related impacts on communities, and consideration of those impacts in transportation decision-making. I am very pleased to follow Mr. Peaks, because I think he provided an excellent context for us today to understand the challenges that we face.

I thought I'd try to provide you a brief overview of some of the various efforts and initiatives that we at the Federal Transit Administration (FTA) have under way to further the objectives of CIA activities. Most noticeable among these are efforts to address smart growth and sustainable development, and more recently, environmental justice.

At the FTA, we believe that transit must serve people, and be sensitive to the mobility needs of communities. To this end, we seek to strive to: (1) improve access to transit systems; (2) consider land use in transportation planning from a holistic approach; (3) create commute partnerships, allowing funds to be combined and leveraged; (4) promote the use of technological innovations to produce a more efficient and community-responsive transit service; and, most importantly, (5) assure early

community involvement, particularly for groups and individuals who historically have not been active in transportation decision-making.

In our efforts to be of genuine assistance to our communities, we've tried to go beyond simply defining communities, but also to understand the elements that make them work. In our dialog with communities, first they told us what they didn't want. They weren't always sure what they wanted, but they were dead sure about what they didn't want. One thing they didn't want was outsiders, particularly the federal government, coming in, telling them what they needed. Then they told us what they wanted, and we listened. They told us they wanted support, they wanted a catalyst, in short they wanted a partnership, and it is from this background, that FTA's Livable Communities Initiative was born.

For us at the FTA, the term "livable" describes a place that nurtures the rich aspects of day-to-day life. Residents of a livable community can work, shop, go to school, enjoy recreational activities, and get to medical and public service facilities with ease and convenience. In short, they can easily take care of life's every day activities.

We understood the importance of livability, and we began asking such questions as: Are community residents actively participating in the decision-making process? Are neighborhoods being planned with consideration of linking housing, schools, jobs and parks? Can transit perhaps serve as another link? Are we planning our neighborhood so that transit, pedestrian, and bicycle access are all considered?

Customer-friendly, community-oriented, well-designed transit facilities and services don't just happen. They're the result of a well-coordinated and participatory community-based planning process, and a people-oriented design process.

Through countless examples across the country, it has been proven that when well-planned and well-designed transit systems are built, they become catalysts for economic development and investment in communities.

You should also know that FTA in conjunction with our brother, the FHWA, has made environmental justice a top priority and commitment. I wouldn't call it squishy, but it's not always a subject that loans itself to clear and concise applications of rules and regulations.

As we continue to promote economic development, particularly urban development, we must ensure that we also are promoting strong environmental protections.

As we all know, transportation alone does not solve anything if it does not take people where they want to go. Economic development cannot achieve its promise if people cannot find or get to a job. We're working with non-traditional transit providers, state DOTs, local transit providers and MPOs to indeed address welfare reform efforts. At the end of the day at the FTA, we believe it's all about giving people the opportunity to lead better and more fulfilling lives.

Brian J. Smith

Deputy Director, Planning
California Department of Transportation

On behalf of our Director, Jeff Morales, I'd like to welcome you to California. What I would like to do for the next few minutes, is discuss why Caltrans was interested in co-hosting this workshop in the first place. I'd then like to briefly review some of the activities that Caltrans has undertaken in the area of CIA.

First, why would Caltrans be interested in co-hosting the workshop? We take the issues of community impact assessment and environmental justice very seriously. It's the law, and it's also the right thing to do. We certainly need to reflect the state and federal requirements, and certainly the provisions of Title VI in all of our decisions and actions. Lastly, the State of California passed its own environmental justice legislation. State Senate Bill 115 was signed into law by Governor Davis in October of 1999. So California, just in general, takes this stuff seriously. We also face some tremendous challenges in this area. First of all, California is a large state. Geographically, we're the third largest state. We have counties larger than many of the states that some of you might come from. If we were a country, our economy would be number seven in the world. As late as 1950, we had only 10 million residents, today we have over 34 million residents. By 2010, it's estimated we'll have 40 million folks, and by 2020, 50 million.

In California in 1950, we had a little over 13,000 center lane miles of state highway. Today we have a little over 15,000 center line miles of state highway. Greater increases in population mean greater increase in ground travel for that population, and it has far out stripped the increase of capacity of our transportation infrastructure.

To attempt to maintain and improve mobility for people, goods, information and services, over the next four years, we in California are getting ready to spend $3.5 billion in what's known as the state highway operation and protection program, $360

million more in minor projects, $5.1 billion in the state transportation improvement program and, in addition to this, a $9 billion four-year program that has 2,200 projects in it. Governor Davis just this year sponsored and signed into law an additional $5.3 billion of state money in a traffic congestion relief program. If Caltrans was a private firm, we'd wind up somewhere in the middle of the Fortune 500 list.

Our mission is improving mobility across California. To carry out our mission, we employ more than 20,000 public servants, who in many ways are kind of a microcosm of the public that we serve.

The public that we serve, however, is not the same public we looked at even 20 years ago. Like politics, I think, ultimately all projects are local. All projects must exist in a local social, and a local natural, environment. In California, that community is evolving and it's becoming increasingly ethnically diverse, and diverse socially and geographically. For example, in the mid-1990s, California was 54% white, 28% Hispanic, 10% Asian and Pacific Islander, 7% black and 1% American Indian.

About a year ago, our State Department of Finance Demographic Unit announced at this point there is no longer any majority ethnic or racial group. No one group comprises 50% of the population in California.

In June 1998, the publication *American Demographics* identified 21 "Melting Pot Metros," defined as metropolitan areas with at least two minority groups that have a greater than national representation, and where white populations are lower than the national share. California has 12 of those 20 metropolitan melting pot metros. Texas has six. I'm trying to give you a little bit of an idea what we're facing in California as we try and deliver that 14-plus billion dollar program.

I think it's particularly appropriate, as was pointed out earlier, that we are holding this conference in San Diego. It's the state's oldest city, and it's a city, as previously mentioned, that has long confronted and embraced diversity. We look forward to the discussions and information to be shared in the next few days on how we can best engage our multiple publics in a diverse world, yet still keeping in mind our goals to improve mobility and access.

Again, on behalf of Director Morales and the California Department of Transportation, welcome to California!

Session I-1: What is the CIA Process All About?

Moderator:
Greg King
Chief, History, Architecture and Community Studies Branch
California Department of Transportation

Panelist:
Judy Lindsy-Foster
Chief, NEPA Unit
Maine Department of Transportation

What I want to talk to you about today is where have we been and where are we going? The first questions everybody should ask is: How does your department address CIA? Do they address it like this: "Hear no evil". Basically, if they don't hear about it, it's not there, therefore they don't even have to think about it. Have they taken the attitude of see no evil? As long as they don't look for it, it's still not there. So they still don't have to worry about it. Out of sight, out of mind. So where does it leave us? It leaves all of us in the Dark Ages. If you think about it, there was a time when all the DOTs and FHWA were in the Dark Ages. What we did was forge ahead with construction. We just basically kind of looked at people and put the plan on the wall and said, "We know what's best for you."

So what we need to know is how do we move away from this mistrust, skepticism, and suspicion? Well, we're all trying to do that today and, actually in Maine, we started about 10 years ago. We made the decision to openly embrace the intent of NEPA, and especially CIA. That's where we all have to go.

What are the basic objectives of CIA? It doesn't matter if you're in an urban area or in a rural State such as Maine. You want to keep the people informed to improve public relations with the community members.

How do you get that? The first thing you do is have early involvement and be proactive. One thing that the Maine DOT has done is to put NEPA back where it belongs, in the beginning, with early involvement, and they have actually charged us to be proactive.

What are the other objectives? Obtain community and neighborhood-specific information. How do you do that? You get back down-to-earth, put your shoes on, and you go shake hands. You mingle with the people. Don't make them come to you. What did Maine start with? In Maine, we started with public participation. You start

with the people. By starting with the people and conducting an effective public involvement program while data gathering for a community impact assessment, the people went from being cynics and skeptics to becoming knowledgeable and supportive. Moreover, they also became our advocates.

One of the methods we used is called a public advisory committee. A public advisory committee is made up of local people living or working in the project area. They're the ones that are going to have to work and live with this project every day. We ask them for a two-year commitment. It basically starts from the day we start the NEPA document, until the construction phase. We bring to them all the environmental information. We make them sit through all the transportation numbers, the economic factors, etc. But they need to know all of that so that they have the knowledge and the ownership of the project. Let me explain.

When we get to the public hearing and when other members of the public — who basically kept their eyes closed for the 12, 13 months in which we were developing the draft — started questioning whether we even *knew* the community, we didn't have to say a thing. The members of the public advisory committee stood up and basically answered their questions. They had ownership; they owned the project.

Other things that we've done, of course, is hold community meetings. We also have symposiums. These are sometimes up to 200 people where project information is discussed and reviewed. What I ask you to do is to remember that public participation is an important component of CIA. Don't make the people reach for you — welcome the public to the table.

Panelist:
Buddy Cunill
Transportation Policy Administrator
Florida Department of Transportation

I'm going to talk a little about Florida's program. I'm going to give you a little bit of the history on community impacts in Florida, give you an idea of where we are today, and mostly speak to what CIA is all about in Florida.

Back in 1996, we began doing a self-assessment of our own State DOT organization on where we were in relation to community impacts. It took us roughly nine months. The group that was looking at community impacts in Florida took on the acronym

"CIA" Team. They were given basically two charges. The first charge was they were to take a look at how the department was handling many of these issues, social and economic, public involvement, relocation, community impacts itself, and civil rights. That was to be done in the context of all phases of project development, beginning with planning, PD&E, right-of-way, and design. The second thing that they were asked to do was, based on whatever they found in their review, to make recommendations for improving the department's processes, practices, and procedures.

Problem-solving is another thing that was being emphasized. Again, flexibility and application, being able to make good decisions, being innovative and creative, and last but not least, improving the quality of life.

I'm going to go through the findings right now of this particular CIA team, and what they came up with. They determined in looking at all of the regulations and guidance materials that the concept of civil rights and environmental justice were already embodied in much of the legislation. They also came to the conclusion that many of the other topics that we would traditionally address, such as public involvement or relocation, community impacts — that all of this was also amply covered in the regulations themselves. The CIA team also reached the conclusion that social and community issues must be given the same level of consideration as natural and physical issues.

They had a three-tier set of recommendations, and I'm only going to talk about Tier I, which is on guidance principles and policy initiatives, relative to the agency itself. The recommendations out of Tier I were embodied in four different areas: one was CIA, another was community participation and public involvement, the third was partnering and coordination, and the last was in training.

Everything I just talked about was really step one, which is what the previous speaker, Judy, was saying: ask yourself the question, "How do we address CIA?"

I'm going to talk now about step two, which is the CIA Steering Committee, which was set up to begin implementation of the CIA team report. That group was also a multi-disciplinary group. This steering committee used the CIA team recommendations and they began to do their own review of implementing or operational instruments within the organization of FDOT.

Within FDOT, the principal driving instrument is the project development and environmental manuals, what we call the PD&E Manual. In design, we have a design plans preparation manual and we also have a right-of-way manual, and both of those instruments were looked at by the steering team.

What I've talked about is where we came from historically to address the issue of CIA, and how it is being implemented within FDOT using a steering team. Now I'm going to reflect a little bit on what community assessment is to FDOT. We're looking at the CIA concept as a process that seeks to evaluate the impacts of transportation impacts on a community, and of course, its quality of life.

We've hired a consultant to help us implement the CIA program in Florida, and to make it better. We also have assigned, in each one of our districts, CIA coordinators in both our planning and project development offices. We also have an annual Environmental Management meeting. In the past couple of meetings, we have made sure that community impacts is a principal theme.

We hosted the first National CIA Workshop in fall 1998, as many of you know. We attend as many conferences as we can, both in state and out of state to try and help get the word out on the importance of assessing community issues. We currently have a CIA methods handbook, being developed by the Center for Urban Transportation Research, that has an associated training course that will be offered. Eventually, this training will be offered to anybody who wants to attend.

Panelist:
Wendell Stills
Team Leader
FHWA, Office of Human Environment

I would like to start by picking up on a point that was mentioned earlier. That point being the notion of putting people first. For those of us who might be environmentalists, the "bugs and bunnies" folks, putting people first may be too strong of a statement. But I think if we look historically at the way we have delivered transportation services, it is always the people that are opposed to your project, that defend resources, that are on the front line, people that you're working with. So, in putting people first, that doesn't mean that you do it to the detriment of natural resources. It means that you're engaging those people who may be the environmentalists that care about the bugs and bunnies. You are reaching out to them

to find out what their interests are because you're not going to find out what the interests are of the bugs and bunnies themselves, right? So, you do have to put people first because they are the ones that are going to remind you of the issues.

Many of the things that are embodied within NEPA are also the things that we talk about in CIA. We use the CIA process to uncover and discover everything about communities. CIA — for some people, it might be a little squishy, but let's say this: most things we do in this environmental and planning process are squishy too.

We have to make sure that we're doing the cross-talk with all these other things, so I really advocate for us being more involved in the planning process.

Lastly, I want to talk about the natural environment. As I said earlier, we don't want to put people so far out of and in front of natural environmental issues that we lose sight of the natural treasures that we have. We have to be able to strike a balance. We have to make sure that our issue is on the table, and we have to also make sure that those other issues are on the table, so that we really can have an impact on decision-making and make it more than just a pro forma of going-through-the-steps, jumping-through the-hoops kind of process.

We need to do the hard work, to make CIA valuable, and let's not just make it a moniker or an acronym. Let's put some life and vigor into it.

Once again, I just want to charge all of us here with making a difference in people's lives. Because if we're not about making a difference, I would submit to most of us we should just pack it in. Find another job. Get a thank-you note for coming out and trying out for the team, but go get another team. Because if you're in CIA, you should be about making a difference in people's lives.

Day 2

Session II-1: Livable Communities, Part I

Moderator:
Kome Ajise
Chief, Office of Community Planning
California Department of Transportation

Panelist:
Ashley Ngyuen
Metropolitan Transportation Commission (San Francisco Bay Area)

First, I would like to provide an overview of the transportation for livable communities program, and then take you through a series of projects that are under way.

The Metropolitan Transportation Commission (MTC) is the transportation planning and financing agency for the nine-county San Francisco Bay Area of California. As the MPO, we are responsible for the regional transportation plan, and we administer state and federal transportation funds to finance the Bay Area transportation improvements.

To better link transportation investments with local land use decisions, in 1996 our commission adopted a transportation land use connection policy. This policy promotes the development and redevelopment of livable communities in the Bay Area. As part of this transportation and land use connection policy, our commission encourages community plans that enable residents to use a range of travel modes, including transit, walking, or biking to access jobs, shopping, recreation and other daily activities. To identify and nurture these kinds of projects at the local level, in 1997 our commission created a special program called the Transportation for Livable Communities (TLC) program.

The TLC program has four primary goals: (1) to connect transportation investments with community development or redevelopment; (2) to provide success stories on integration of transportation and land use throughout the region, (3) to forge unique partnerships between MTC, local agencies, other transportation partners, and the

community; and (4) to make significant contributions to the creation of truly livable communities.

The TLC program offers two kind of assistance. We have a planning grant program and a capital grant program. The planning grant program allows sponsors to refine and elaborate on promising project ideas, while the capital grant program actually constructs these projects and turns them into reality. To date, we have funded 34 capital projects. For the TLC planning program, we funded 36 projects, which total about $1 million.

Now what I would like to do is show you via a visual presentation five TLC projects that are under way. These projects have either received planning grants or capital grants or both.

The first project I would like to share with you is the Ashby Bay Area Rapid Transit (BART) station at Roberts campus in Berkeley. The Ed Roberts campus is a non-profit organization formed by nine disability organizations. These organizations have joined together to plan and build the Ed Roberts Campus, which is a transit-oriented campus built directly above the Ashby BART station in South Berkeley. This project received two TLC planning grants.

The second project is the Acorn-Prescott neighborhood transportation plan in West Oakland. The Acorn-Prescott neighborhood is a low-income neighborhood in West Oakland. MTC funded a neighborhood community-based planning study that involved residents, the City of Oakland, AC Transit, and BART. The plan recommended a series of pedestrian improvements that would connect the residential neighborhood to the neighborhood shopping center and to the transit hub at the West Oakland BART station.

The next project I'd like to mention is the downtown streetscape improvement project in Napa, California. Historic downtown Napa will receive a major face-lift with this capital grant. What the capital grant will do is actually go in and redesign First Street, and the redesign not only includes streetscape improvements, but it also serves to link the historic downtown with the planned American Center for Wine, Food and the Arts.

The next project is near San Jose. Eden housing, a non-profit housing developer, is planning to build affordable housing adjacent to the light rail station in San Jose. The rental housing will be built on an underutilized parking lot that is currently leased by

the Santa Clara Valley Transportation Authority, the Congestion Management Agency for that county.

The last project that I would like to share with you is the 16th Street BART Station in San Francisco. This is one of San Francisco's busiest transit corridors. In 1997, with the TLC planning grant, the City of San Francisco, BART, the residents and merchants associations, along with a couple of nontraditional partners including the Mission Housing and Development Corp. and Urban Ecology joined together in a collaborative process. These organizations engaged in a very extensive community planning process that focuses on solutions to safety concerns expressed by the residents and the merchants.

The solution was to remove the fiscal barriers and to add greater visibility and a better sense of safety around the plaza. The City of San Francisco actually plans to encourage and develop multi-family housing around the perimeter of the station.

In summary, the Transportation for Livable Communities program attempts to achieve goals that include creating new partnerships between MTC and other partners. Other goals include encouraging project staff to think about non-traditional approaches to their projects. What we want them to do is start thinking about linking transportation improvement and investments with their land use decisions, and lastly, the TLC program hopes to fund both planning and capital projects that have a broader connection to community development and redevelopment. We believe that this program is a very innovative one, and we believe that every community in the Bay Area needs a little bit of TLC. We believe that this program achieves that.

Panelist:
Kate Poole
Oregon Department of Transportation

What has Oregon done to build livable communities? The state has a reputation for some forward-thinking things in the area of land use and transportation and building livable communities. The question just a couple of years ago, in Oregon anyway, was: why should we link transportation and land use? The question has changed very rapidly. Now the question is: how do we link transportation and land use and how do we use this link to better build livable communities?

In Oregon, we have a three-legged stool for livability. We have our land use regulations, we have our transportation plan, and we have our Governor's Livability Initiative. This is new. It brings in some new funding and some new coordination programs. So, again, this is just the framework upon which we approach livability. So what we did was list what we thought were the key components for building livable communities. These components are:

- leadership
- partnerships
- coordination
- funding
- technical assistance

Oregon established statewide policy by adopting a number of planning goals. They range all the way from public involvement to land use, urban growth boundaries, and statewide transportation planning goals. Now these goals are applicable to every government entity in the state. They're applicable to state agencies, local governments, special districts. Everyone has to adopt their rules and procedures in accordance with these goals. These goals are applied through comprehensive plans and zoning regulations. So from Portland, the biggest city, to Enterprise, one of the smaller cities, we all have to have comprehensive plans and have our zoning codes and regulations consistent with these statewide goals. Finally, the state recognized these goals through a process known as "acknowledgement." All comprehensive plans now in the state of Oregon have been acknowledged. The process works, through this system of being consistent with the statewide goals.

One rule that has been established and that I want to focus on is the transportation planning rule, Goal 12 of our statewide goals. It is absolutely a key connection to linking transportation and land use. What the transportation planning rule does is require that communities adopt transportation system plans to ensure that their plans for transportation are adequate to support planned uses. Another one, the urbanization rule, requires urban growth boundaries, and requires that development occur within the established urban growth boundaries.

We have to promote compact development, quality mix of development, mixed use, and energy efficient development that is compatible with the community's ability to provide public services. Regional environmental concerns and available natural resources must also be considered. As the DOT, how do you develop policies and

strategies to support development that provides for a balance of jobs and affordable housing within a community? Some people feel that that's not our job, but we're finding ways to promote local regional economies by this type of leadership and this type of coordination.

Panelist:
Gary Toth
New Jersey Department of Transportation

I'm here today to talk about context sensitive design, which is an approach that we're using in New Jersey to help build sound transportation projects while not leaving little communities behind. As I talk, there's several overlapping themes that I want to identify right up front, and one of them is that there are a lot of interrelationships between context sensitive design and CIA, and in fact, CIA is viewed in New Jersey as one of the key building blocks of context sensitive design.

I want to know why aren't there more engineers at this conference. We think in New Jersey that if we are to be successful with context sensitive design (CSD) and CIA, that you're going to have to get the engineers and the decision-makers out to feel the heat of the public. I also want to point out that if your agency wants to get involved with CIA, and context sensitive design, it's going to be very important to do an introspective self-assessment process to take a look at what organizational process and policy barriers you have implemented for CSD and CIA.

I'd like to state that all good transportation specialists are great thieves. What we've done in New Jersey is that we listened to Florida, we've listened to Maryland, we've listened to all the pilot states, and we've stolen a lot of ideas, so most of what I'm about to talk about to you today is not really original material.

What is context sensitive design? Context sensitive design is a comprehensive balanced approach to all transportation actions. Under context sensitive design, we're going to fully evaluate the context of the area under consideration for a transportation action. We're going to assess the impacts of the transportation action to evaluate its effects on the community. We're going to exploit the flexibility that we believe already exists in engineering and policy principles. Context sensitive design involves a great deal of collaboration both internally and externally. In short, we think CSD involves finding the best fit between your transportation project and the context within which it is going to be located.

It's also important to point out what context sensitive design is not. Context sensitive design is not just another fancy name for landscape architecture. Context sensitive design does not involve simply dressing up your project, but it involves changing it fundamentally to fit into the context. And, I might add, the focus is on process, not product. What do I mean by that? I mean that over the years, a lot of times engineers and transportation professionals had a final product in mind. They decided up front, the road, for instance, had to be four lanes, 12-foot wide lanes, eight-foot shoulders, with a concrete barrier. And *then* we went out and did community involvement and collaborated with people and allowed things to be changed within those boundaries.

Now I'm an engineer, so I had to try to put this into an equation, and in New Jersey we sort of look at this as three parts. The first part of that equation involves defining the context before we design, including the environmental context and the community context. The second part of that equation involves listening to and involving the community. The final part of the equation is more flexible designs.

Incidentally, one of the first things that we try to point out when we talk about context sensitive design in New Jersey is that context sensitive design does not mean unsafe designs. What we're seeking is the justifiable balance between design goals, project needs and stakeholder interest. The engineers in this room are going to say that this is not a new way of thinking because this is one of the things that we learned in the first couple of months of engineering school. Make sure you understand and define the problem before you try to solve it. We think we need to train our engineers, our community involvement specialists, and others for this new era of context sensitive design.

The last point I have today is that this is a national perspective. I'm not trying to stand here today and say that New Jersey invented this, and we're certainly not the first, and we're certainly behind the pack. It's not just a new fad. We think it's driven by our customers. The FHWA has already set up a pilot program for context sensitive design, and there are five states that are involved in that pilot program. Context sensitive design will be coming to your community and state if it hasn't already.

Session II-2: Public Involvement

Moderator:
John Isom
Senior Environmental Scientist-Community Impact Specialist
Arkansas Department of Transportation

Panelist:
K. Lynn Berry
FHWA Southern Resource Center (Atlanta)

This is about making a difference. How do you do that? How do we, no matter where we fit in our organizational structures, effect change, shape policy, and inspire our institutions to focus on leaving communities better than we found them? And as Buddy Cunhill asked, how do you know you're making a difference? He mentioned that Florida might be interested in looking at performance measurements. Well, today, that's primarily what I'm going to do. I'm going to introduce you to at least one state's effort at doing just that. Basically, the primary result of New Mexico's effort, its self-assessment, was the development of a new environmental responsibility performance measure. The overall purpose of this measure was to assess the current level of environmental stewardship, including sensitivity to the human environment, and to hopefully ensure systematic improvement. New Mexico State Highway and Transportation Department has a compass, a business plan. It's a guiding document that includes numerous measures of performance. There may be no real easy way to measure performance. But I think the effort at doing so and the discussions that are generated in the effort are certainly worthwhile, and measures, once adopted, can continue to be refined. All of the compass measures, including the public involvement one, are directly tied to New Mexico's vision statement, and the vision statement includes a commitment that the department will be environmentally responsible. But there really wasn't a very clear definition of what "environmentally responsible" meant, nor any direct measure in the compass.

Staff really saw the need for an opportunity to further refine the metrics for responsiveness to communities, and to broaden our understanding of the department's commitment to environmental responsibility. In the interest of achieving performance excellence, and in pursuing recognition, the leaders got on board. Change, particularly bureaucratic change, is incremental. It can sometimes seem very, very slow. And while we all may do our parts to building momentum for change,

sometimes it really helps when there's one crystallizing effort, one thought that kind of loosens everything up and gets the ball rolling. I think for our leaders in New Mexico, it was the recognition programs for excellent performance.

The self-assessment, as others have discussed, was one step towards bringing all those things together. So what did they do? The mechanisms they used were like those used in Florida. We established an interdisciplinary team: planners, environmentalists, engineers, upper and lower managers - a good mix. We utilized National Quality Initiative (NQI) sessions to frame the discussion. We discussed, and ultimately agreed upon, evaluation criteria for the measures. These criteria were: public involvement and CIA, mitigation and enhancement, agency coordination, and the decision process. With those evaluation criteria and as a team, we reviewed and scored 30 projects that were currently in design and construction.

The overall results of this effort were that we adopted and published this new performance measure in the compass. Probably one of the most useful results, one of the best products if you will, out of the effort was just the discussion itself, the internal discussion, that took place among all these different levels of staff and management and from the different perspectives within the department. Now I'd like to turn it over to Greg Rawlins.

Panelist:
Greg Rawlins
FHWA New Mexico Division

I believe K. Lynn gave an excellent overview of our efforts in New Mexico, and now we'd like to share with you some of the hardcopy evidence. We believe it is a strategic plan for making improvements in environmental stewardship. I'd like to point out a few elements of CIA which we feel were very critical in lessons learned.

Our community impact self-assessment did take approximately six months. After the one-day self-assessment, we spent another three to four months in refining the scores and reaching consensus on the project elements. We had two different sessions. We did have an interdisciplinary group of planners, engineers, environmentalists, and a public relations specialist, and we did try to reach a consensus on the evaluation criteria, as well as the scoring methodology. One important element of this was a case study. We selected the Crest Street project in Durham, North Carolina, which is highlighted in FHWA's *Community Impact Mitigation Case Studies* to indicate how a

highly effective public involvement effort does lead to a better decision-making. We then proceeded to score nine of the 30 projects in the morning session. In the afternoon, the most important element was an NQI, or National Quality Initiative, session in which we took issues from all of those in attendance, came up with solutions and developed action plans.

Here are the evaluation criteria, (slide), and this is our multi-attribute analysis in which we used on 30 projects. We didn't do like Florida did and look at specific programs. Instead, we looked at specific projects to see what might turn up across the board in these areas. We didn't invent anything new. I think we would all agree that in public involvement that a multi-faceted, proactive, responsive, and innovative program is a "high" scoring effort, and those projects receive a "3." A project that was implemented as required and responsive, would be a "medium effort"; it would receive a "2" in the scoring. Implemented, but unresponsive or insufficient would be "low," and would received a score of "1." But, again, it was very important to go through these criteria and to reach a consensus with our interdisciplinary group before we did the scoring.

I would like to point out that community impact assessment was pointed out as being critical. It turned up over and over again, such as the case of project number 3, which received high scores in community impact assessment. This project was on New Mexico 14 (south of Santa Fe), where we had a citizens advisory committee (CAC) that didn't feel that they were adequately being involved in the decision-making process. The Department hired a consultant to work for the CAC, and they came up with an alternative that they felt protected the historic and the cultural nature of their community, while still providing for safe intermodal transportation. There are a lot of bicyclists in the area, for instance, and the citizens recognized a need for wider shoulders, and that alternative, in fact, became the selected alternative.

On the low end of the scale, which scored low in community impacts assessment, is a project near Taos, where we pretty much just went through the motions. We went in and did our public involvement. We had a CAC, and they really didn't speak for the entire community. This community does not have sidewalks for safe transport of their children. It does not have a safe crossing at a signalized intersection. I believe our inflexibility and our inability to identify who to talk to in the community failed that community. Therefore, it ranked very low.

This is the environmental responsibility compass measure, (slide). The top graph shows the scoring: we had 13% of the projects ranked high, 64% ranked medium, and 23% ranked low. The improvement criteria for this is to achieve a reduction in the percentage of projects that rate low; an increase in the projects that rate high.

So we rated the projects in high, medium and low areas and, over a couple of months, some of these projects changed. We had a project south of Albuquerque that has a proposal for a five-lane roadway. This would negatively impact local businesses, and the community didn't feel that these local businesses would be able to relocate within the community. Some of the larger national chains certainly could rebuild, maybe even benefit from the project by better access and more parking, but it was not acceptable to the community that they lose their small neighborhood businesses. We came up with an alternative that is three lanes and five lanes; five lanes at the intersections and three lanes through the community. Thus, businesses are preserved. So this project moved from the low to the medium category. I feel that when we close this project out at the end of construction, that if it's successfully implemented, it will receive a high score. In the criteria area, we identified the areas that need the greatest improvement, and came up with recommendations to address each of these areas. It will be interesting to see how successful we are.

In conclusion, again the interdisciplinary team discussions were very valuable. I think one thing that became very obvious is that the project and the criteria scores did seem to converge as we had discussions. There was general agreement between the environmental professionals, the engineering and the planners on what a good public involvement effort comprised. And when decisions did indeed reflect that public input, accordingly, those projects were rewarded with high scores. We feel that we will now have an effective staff tool, and we will build management support. We feel that the environmental performance measure served many purposes, including leading to discussions of environmental stewardship and meeting commitments.

Community impact assessment has proven to be a very effective tool in using effective public involvement to make better decisions. We're very excited about the environmental policy statement that management has signed, and now hopefully we can get them to commit to support those efforts, and the quality journey and the agency goals will certainly be developed and furthered by performance measures that can track systematic improvement.

Panelist:
Toni Botte Bates

San Diego Metropolitan Transit Development Board (MTDB)

I'm Toni Bates with the San Diego Metropolitan Transit Development Board, or MTDB. MTDB is responsible for planning, design and constructing the light rail system in San Diego, and also for coordinating all the bus and rail operations in the urbanized area of San Diego. Since 1981, we've built 47 miles of light rail.

Today, we carry about 90,000 riders a day on our light rail system, and then we carry 250,000 to 300,000 a day on our bus and rail system combined. Our next project is an extension of our Blue Line. It's a six-mile-long project from the end of the Blue Line out through the eastern portion of Mission Valley to a connection with our Orange Line in our East County communities. This Mission Valley East Project got a full funding grant agreement from the FTA earlier this year. It will be under construction by the end of the year and opened in 2004. As our light rail system has incrementally expanded over the last 20 years, our relationship with the communities that we've gone through has evolved both out of necessity and desire. I was asked to share where that evolution has taken us.

Over the past two or three decades, we've all learned the need to involve the communities in major transportation investment projects. They not only have a vested interest in their community, but they are our customers. My experience on some of our recent projects at MTDB, particularly with Mission Valley East, has led me to believe that we often focus on the wrong public. The word public itself implies the singular, one public, one voice. What we've found out is that often "the public" is defined by whose voice is the loudest. By relying on a singular definition of public, I think we miss the true value of public involvement for both our communities and our agencies. So with our Mission Valley East project we tried to redefine the word public and expand our public involvement program to more clearly hear the multiple voices out there.

As the planning work moved forward on our light rail options, some segments of the community came out in opposition to one alternative because they thought it was too close to some homes that were on a hillside. They also had perceptions that light rail would bring crime into their community. We tried for several years to address this situation and alleviate the community concern by providing information through some traditional public involvement efforts, including making presentations, MTDB-sponsored open houses, staffing information booths and sending out newsletters. We

found that this effort worked well for keeping the generally-supportive and indifferent public informed, but it really didn't provide us with what we needed to get, that is meaningful, well-rounded input from diverse populations.

So in an effort to achieve a more broad-based and interactive exchange with the community, we hired a public relations firm. Still as time went on, we found that a small group of very vocal and very influential opponents was monopolizing the community and the political dialogue, and supporters of the LRT were generally complacent. They didn't see that there was any kind of threat, so they lacked motivation to express their opinions and get organized. So they weren't really being heard in the public forums. So we established a project review committee to try to capture the diversity of opinions in the corridor, one that was comprised of diverse stakeholders. We also hired a neutral facilitator. This was a professional facilitator who had no transit background at all. His sole purpose was to facilitate the committee meetings.

I'd like to share with you one of the techniques that we used to sample the committee members opinions. We did this by handing out stickers to each committee member. Each committee member had a different color sticker and they voted with those stickers. They could put all their stickers on one option, or they could spread them out among varying options, depending on how strongly they felt in support of any of these options.

In the end, we felt like the project review committee provided consideration of all stakeholder perspectives and a mechanism to acknowledge supporters in the public process, which we didn't seem to have before. It gave us an opportunity to build trust in the expertise of staff because we were both technically and personally responsible to the committee members. On many occasions, we actually modified our decisions as a result of the committee input, and we believe that through this process the committee members better understood MTDB's perspectives, even when they conflicted with their own preferences. Also, the committee helped us build trust with the broader community because citizens out there that weren't on the committee could see that stakeholder input was a big part of the process.

One of the lessons that we learned is that public involvement, proactive public involvement, really does lead to better projects. I think public involvement requires us as transportation professionals to rethink issues and impacts, and the result for us was a significant revision to our loop light rail alignment past San Diego State University,

which resulted in much wider public acceptance. We also know that public involvement takes many forms, and we need both traditional and proactive approaches to ensure that we disseminate information to a broader public and get the balanced input.

We learned that education is difficult. As with any profession, it's hard to adequately convey the knowledge and experience one has gained over many years to the average citizen in a few monthly meetings. And, I think it's equally hard for the citizens to try to grapple with that as well. We found that consensus is elusive. While it would be nice to have consensus on a project, if the committee is truly comprised of people with diverse opinions, we're not going to get it.

We found that we could build trust only if staff is available, honest and open. And, finally, the process needs to be ongoing because the members of the public that became involved, "intimately involved," in a proactive effort like this continued to be interested and involved as the project moved into design and construction. So the process needs to be carried into the next phases to take advantage of the education investment as well as the trust one has built with the public.

Panelist:
Tom Swanson
Pima Association of Governments, Tucson

I'm the director of PIMA Association Governments, which is the Metropolitan Planning Organization (MPO) in Tucson, Arizona. We have been known as a forward-thinking agency in the area of public participation, largely because the Tucson region, historically, has a rich history of public involvement and participation. We've used all kinds of techniques and we keep experimenting. We've spent a lot of money on it, and we feel that it's been a really good investment.

Some of the examples have been more traditional-type activities: workshops, elected official briefings, videos, speakers bureaus, telephone and online surveys, editorial board meetings, newspaper ads and inserts, websites, focus groups, public meetings and open houses. Now we lean toward the open houses because they've given us a lot of really good feedback. Let me paint you a little quick picture of what those are like. I've referred to them, although I don't really like the name, as kind of like a "fiesta of information." We try to make them very exciting. We have an open kind of room and get a lot of good feedback from that. I've got to tell you — you have got to have food,

okay? If you don't have food, forget it. I don't care what the auditors say, you have got to have food. So you have got to figure out a way to do it. It changes the tone. We do daycare or baby sitting. We give transit passes to get people there — everything we can to try to make it a friendly, exciting kind of environment. But there are some limitations to this. These forums can attract advocacy in special interest groups. This was mentioned earlier, and that they don't guarantee that you're going to reach the underserved population when you're trying to get feedback. As good as the open houses are, they sometimes don't provide a good opportunity for in-depth learning, either about the projects, but more importantly, about the overall planning process, which in some cases is really important to let people how to plug into things.

I'm going to discuss a demonstration project that we tried. It was called "Gridlock and Granite Roads," a transportation role-playing simulation that we developed and conducted last March. It involved nine participants, all members of our Transportation Improvement Program subcommittee. They were each assigned a specific role as a citizen or interest group stakeholder different from their normal roles. So we made them become actors, in effect. This certainly heightened their sensitivity to the thinking of other stakeholders.

The objective was a familiar one: to make choices between transportation projects, given limited funding. They're each given these confidential character profiles. These describe their unique concerns and interests. The participants were asked to work cooperatively, and their discussions were aided by interactive GIS technology. This helped them visualize projects and explore the relationship of projects to other special data such as land use, environmental factors, socio-economic data. The simulation was built around a fictitious model community, but had the familiar look of Tucson, Arizona. We called it Granite Roads, and it was in New Mexico.

We used our own real world transportation issues, projects, and data to develop the problem statement and the list of potential projects and maps. Planning issues included were: rapid growth leading to increased congestion; congestion-related air quality problems; funding shortfalls, and regulatory mandates. These are also remarkably close to things that are happening in Tucson. Participants represented the developer, elderly, low-income, tribal, disabled, business, environmental, social justice, inner-city neighborhoods, suburban resident, freight, bicycle and transit.

By contrasting data on income and projects with data on congestion, the role-playing planner who represents different public view, began to consider the relative

importance of congestion relief versus social equity in selecting projects, to take one example. The exercise resulted in a list of project selection criteria. These were ranked in order of what the group as a whole considered most important.

In closing, we feel that this was a very worthwhile exercise. Frankly, it pointed out that we really have a long way to go as far as this kind of analysis, but we're going to stay with it. We think we're on the right track.

Day 3

Session III-1: Cumulative and Indirect Impacts

Moderator:
Don Sparklin
Assistant Chief, Project Planning Division
Maryland Department of Transportation

Panelist:
Susan Fox
Wisconsin Department of Transportation

We are asked to wear many hats as DOT employees, and I think the one that has been most difficult for a lot of us is that of a psychic. Not only are we asked to predict transportation's role in land use, but we're also asked to identify all these other roles. We're asked to identify planning and zoning and who owns the properties that are adjacent to the highway that we're expanding. We're asked to make some guesses about economic conditions, and consider all types of different factors that actually go into land development. So when Wisconsin DOT was faced with this dilemma, or this task, a group of us got together to come up with a procedure to help people do this very difficult task.

You probably all have seen the following definition of indirect effects from the Council on Environmental Quality (CEQ) Guidelines, but it's "reasonably foreseeable effects, caused by the action, and later in time and farther removed in distance but still reasonably foreseeable." So again, put on your psychic hat. Cumulative impacts, which I feel are a little bit easier to identify, are defined as "impacts which result from the incremental impact of the action when added to other past, present and reasonably foreseeable future actions." In our guidance document, the way that we recommend looking at cumulative impacts is not only the highway project or the transit project or whatever the transportation project is, but also what else is happening in the area.

This is the seven-step process that we use in Wisconsin and that you have on the handout which has been distributed. First of all, you take a look at what's happening

in the area. You take a look at what's happening with population growth or development in the area. Of course, you also have to identify what your study area is. Then, you identify what is the level of planning and zoning and regulation in the area. You're also looking at what projects are being proposed in this area. Then the psychic part is how will the project affect development? Then what are the consequences on the human environment and on the natural environment? Then what can the players choose to do?

In Wisconsin, we bring together a group of people to help determine the study area and generally speaking, it's larger than the actual length of the project or width of the project. It usually is some distance out from the actual project area, so the secondary impact area is larger.

The next step is to identify the existing patterns and trends for land use and development. For instance, are you in a rural area? Are you in an urban area? What's going on it that area? Is it greater than your state average for population growth?

In doing an inventory of the land use plans, not only do you inventory how old these plans are but have they been actually followed? After you have your land use plans, the next question is: what are the regulations that are in place in the area around the transportation project?

This very important next step is to assess the potential for project-induced land development, and there are a number of steps that you go through to do this. I'm going to again talk about some ways that this was done in some of our projects. A method used to understand an area is by bringing in local experts. This is where the CIA part of this comes in, to work with people who know what's happening in the area, and who care about what's happening, to help you do this analysis. I think it's a good approach because all the onus is not on the DOT. We're not saying, "Well, we know exactly what's happening in these areas." After all, it's really the citizens of the area, the planners, the economic development folks, who know what's going on, and better than we do.

Again, once you have identified the potential effects, you ask the question: what is the magnitude of the effect? Then, are the effects consistent with what the land use plans have identified? Are they beyond what the communities envision for its own development? And, just as important, are they compatible with the adopted land use plans?

A very essential step to be working on with your local citizens is to identify the tools that can be used. This is our chance to educate, to work with the local governments as well as the local citizens about what those tools are, and education, as you see, is one of them. I'm sure many of you use citizen advisory groups and local task forces in your projects, so this is an excellent opportunity for DOT to be working with local citizens as well as local officials. In our document, we have a list of the tools that are available in Wisconsin. Perhaps you have many of the same ones, such as zoning, subdivision regulation, and so forth. Then, what are the issues that your local citizens have identified as their concerns? Help them identify the tools that they can use to manage those impacts. Also, help them identify who has that authority. Is it the local unit of government? If you have a regional planning commission, maybe it's the regional government or even the state government.

I'm going to go on to Wisconsin's experience. I'm going to give you a very short history of what happened. In 1994, there was a major rehabilitation on a bridge structure going from Minnesota to Wisconsin. Extra lanes were built to accommodate development on the Wisconsin/Minnesota border. The Wisconsin Department of Natural Resources was getting very worried about the impact on the resources that they protect, and so they came to DOT and basically said, "You know, you really need to start looking at the indirect effects of your projects." In response to those concerns, a procedural manual was developed by WDOT to analyze these impacts. Those of you who were at the First National CIA Conference in Tampa two years ago received a copy of this manual. So now we've been using it. We've institutionalized it, and whenever we do an EIS, or even some EAs, we always say you use this procedure to look at indirect effects. Some of the EISs that we've used the procedure on have included the Jamesville Bypass, which was the first one; State Route 126, one that just was published; and then one just under way, State Highway 164, which involves an area where there is a very strong regional planning commission.

I wanted to end by telling you a bit more about a community impact assessment experience that I have been involved in. The whole case study will be available on the FHWA website. In this project, we really made an attempt to involve the community in a needs assessment. There was an environmental justice issue, and it focused on a neighborhood that has been isolated by major highways, producing cumulative impacts on this neighborhood. It's approximately 85 to 90 percent minority and low income. It has a population mixture of African American, Hispanic and Southeast Asian. It's comprised entirely of apartments, and it really has been disproportionately and adversely impacted in many ways. Not just by the highways, but by other

unfortunate things that have happened. We decided to use middle school students to help plan the improvements to the area. We were one of the AASHTO Environmental Best Practices finalists. I also have a write-up on how to involve students, and I highly recommend involving youth in your projects. I'd be happy to talk about different ways to do that, if anybody's interested.

We have kept up a partnership with the school now for two years. We had sixth-grade students out learning how WDOT gathers information. They learned about GIS and about traffic counts, and they actually did traffic counts. They used the speed board, and radar guns, and things like that. They really enjoyed it, and then they ended up making recommendations to WDOT on some short-term improvements that could be done. We talked not only to the students, but we also talked to local businesses, bicycle and pedestrian users, local officials and neighborhood associations. We're hoping that when the EIS process begins, that it will be streamlined because we have done so much pre-community involvement. I'm going to end with that. I'd be happy to answer questions later, and also I'd love to talk to anyone one-on-one about involving kids in transportation planning and projects.

Panelist:
Stephen L. Plano
Parsons Brinckerhoff Quade and Douglas, Inc.

What I want to do is quickly walk through how we did our process for Woodrow Wilson bridge. Let me give you a brief history of the project so you can get your bearings, and I'll talk a little about the scoping and the geographic analysis, and then finally a little bit on the Secondary Cumulative Effects Analysis (SCEA) we did specifically for the social economic environment.

The project location is in Washington, D.C. We were working for a number of agencies: Maryland State Highway Administration, FHWA, VDOT, and Washington, D.C. Department of Public Works. The project itself, even though it's called Woodrow Wilson bridge, is really much more than that. It's a bridge, and it also has four interchanges, two in Maryland and two in Virginia. We're replacing the bridge. We're actually going from a six-lane bridge now to two six-lane bridges. The existing bridge was built in 1961 for only 75,000 vehicles per day. In the early 1970s, capacity was already surpassed. In 1979, we were already up to 105,000 Average Daily Trips (ADT). Today, it's 190,000.

The original DEIS for the project was completed in 1991. Two supplementals, based on various changes in the project, were completed in 1996, and a final document was produced in 1997, with a Record of Decision issued in 1997.

After that process, the Army Corps of Engineers had a number of concerns about the project. One of these was a SCEA, a Secondary Cumulative Effects Analysis. Because of a number of these issues, a supplemental DEIS was initiated in 1999, and that's when I came on board.

The bible that we started with was Maryland's guidelines. When we sat down with the multi-jurisdictional clients, we decided that Maryland's guidelines would essentially form the framework, with the Council on Environmental Quality (CEQ) and Virginia state guidelines also used. We were all kind of new to this, so we really had a lot of discussions on how to go about this, and we used a tailored version of the Maryland guidelines. Just a quick time snapshot: in January 2000, we completed the DSEIS. Shortly thereafter, in April, we completed the final and soon after, the Record of Decision (June 16, 2000).

Let's talk about scoping. What we began with were a number of studies and this is very similar to what Susan Fox talked about trying to decide what the temporal boundary was. What's the timeframe? We knew the bridge was built in 1961. How far back do we go? How far back can we get good data? How far into the future do we go? Can we reasonably predict what's going to happen in the future? That's that crystal ball I wish I had on this.

Concerning the temporal boundary, we knew we had population data from 1940-1990, and employment data from 1970-1990. So that was just our first cut of how do we get our arms around this beast. For an accurate picture, we felt we needed to go back to 1950. The year 1960 was just before the bridge was opened, so we thought, let's go back to 1950 just to make sure we aren't missing anything in terms of any bumps in development or any possible influences, and causes and effects.

Let's talk a little about establishing the study boundary. We started with some general base mapping, area traffic influences, watersheds and sub-watersheds, and census tracts. I think the key was you've got to be flexible. You think you have a Plan A when you do secondary community impacts analysis. You better have a whole lot of Plan B's out there because as you go through your work, you find out things are changing.

Another thing to consider is both planned and programmed projects. This general geographical area has always had a number of projects going on. The influence of the federal government is obviously very great here. The state and local governments are very strong here, and a number of developers have major projects here. So we kind of threw all of these into the mix, too. As part of our analysis, we first looked at direct impacts. That was our starting point. Then we looked at secondary and cumulative impacts. If we didn't have a direct impact, we generally didn't go any further with the analysis. That's part of our guidelines.

Let's talk about the methodology. We tried to keep it as consistent as we could even though the data was all over the place. You also want to look at trends. We were trying to see if there were any bumps in the demographic data, any low points, to see if there were any causal effects. Specifically, for the social economic environment, as I mentioned, we looked at the timeframe from 1950 to 2020. Included in that was to look at what the current issues were. From a land use standpoint, we had a number of sources: the Maryland Office of Planning, 1990 census data, local and regional planning documents, including those dating back as far as 1940s, and not to mention the local planners themselves were very good.

One difficult issue is the way we define things that have changed over time. You might call something "forest" now that 40 years ago the planners called "open space." So it's kind of difficult to work through something like that. You have to make some judgements as you go through it. I think the key point, again, is to be flexible because there's definitely some professional judgement and interpretations here. Maybe this will be more of a science in five years, but we're all kind of just getting our feet wet now.

We overlaid the present and future land use on the existing resources, and we looked at the development proposals out there, what land was available, and frankly, there's not a lot of land available there right now. It's been developed through a constant growth over the last 30 to 40 years.

Just another example, the land use data indicated the number of parklands in this area has been increasing over time. Obviously, there's an increase in population density occurring out here, and one of our conclusions was that it could result in an increase in park usage and the annual number of park visitors. People are very concerned about the quality of life in this area. You have to keep looking at both sides of the issue as you go through this.

In general, we really didn't feel that there were substantial secondary effects, especially on the natural side or the cumulative side. Most of these developments are going to occur anyway, though the timing may change a little bit because of the bridge. Social and economic resources — we don't really expect them to be significantly affected, any more than they already are because of the planning and the history of this area. We feel that this whole project area is really playing into our conclusions that we are going to have some effects, especially on the cumulative side. Finally, there was a design competition to come up with the design. I think it's much more attractive than the 1961 version, but we're trying to get something fairly aesthetically pleasing for the crossing and work out those kind of compromises with all the groups.

Session III-2: Livable Communities Part II

Moderator:
Jim Deluca
Chief, Office of Geometric Design Standards
California Department of Transportation

Panelist:
John Njord
Utah Department of Transportation

One of the issues that's raging across the entire country is sustainable development. Across the country, there's a lot of concern about growth and what growth does to transportation systems. What we found in Utah is that growth equals transportation problems. We have issues that are directly associated with the amount of growth that we're experiencing in our state. We have just over 2 million people in our state right now, and are expected to grow to 2.7 million by 2020.

One of the initiatives that we have taken upon ourselves in our state is context sensitive design. It's a balance between transportation and community values, and we have really struggled to implement this within our organization. There are really three competing issues within contact sensitive design. There is the basic premise that we need to provide a transportation system that functions for the need that we have projected out there. That's the first premise — the transportation demand. The second one is developing a transportation asset for the community. The last one is enhancing the environment with the transportation infrastructure, whatever it may be. Each of those things is difficult to achieve, even of themselves. When you combine them all

together to develop a transportation system that works, a transportation system that is an asset, and a transportation system that enhances the environment, that is a huge challenge. But it is the challenge that we have in front of us.

I'd like to share with you a couple of success stories from our state, and we've had some notable ones. Springdale, Utah, is a small community on the southwest border of our state, near the entrance to Zion National Park. It is kind of a gateway community. Over the years, they've experienced a lot of growth in the number of tourists that are attracted to this particular site. What the park service has done is partner with the Utah DOT, and the FHWA, to develop a solution to the transportation problems that they were experiencing in this particular park. What they've tried to attempt in many of the national parks, including Zion, is to eliminate that gridlock situation and put people into transit vehicles. That's what they've implemented in Springdale. It's a mandatory shuttle program where you actually have to leave your vehicle at the park entrance. This concept forced us to look outside of our normal way of doing business. However, it is something that the community has embraced, and they find that this transit system that we've developed jointly together with our partners is an asset to their community, and it has enhanced the environment in which those people live.

There are some other issues that drive us to look at doing our business a little differently than the way we do it today. Recently, we went on a trip down to the town of Saint George, near Zion National Park. It was interesting to all of us in that tour that each time we stopped at a new interchange, a reconfigured interchange, or a proposed interchange, the story was always the same: why are you building this thing? What's driving UDOT to build this particular interchange? Well, the response was always "there's a Wal-Mart coming in," "there's a Costco coming in," and so it went, right down the line. These large developments are driving the transportation issues that we have, and we need to able to respond. The typical timeframe associated with building large infrastructure is a very difficult thing for us to get through. We cannot respond currently in the environment that we live in a very short period of time, and yet that is the rapid pace economic world that we live in. That is the type of business that's being driven out there. Things are changing very rapidly, and the way we do business is changing very rapidly. How many of your transportation organizations are set up to do business 24/7? How many of your organizations allow your customers to interact with you anytime they want, any way they want? I suspect that many of you probably don't, as we don't. That's probably not acceptable, I suggest that it's not acceptable.

One of the things that we have done, and really the last thing I wanted to talk about today, was the changing way of doing business within the highway business that we're in. I want to talk a little about a project that we have in Utah, the reconstruction of I-15. It's a $1.6 billion project, including 17 miles of freeway and 1044 bridges. It's the most significant piece of freeway in our small rural state. We chose to use the design-build approach on this project for many reasons, one of them being the tight schedule. When you go into a project using design-build, you can accelerate the schedule by a significant amount. One of the other issues that drove us to look at a different alternative mode of delivering this project was the impending Olympics that are coming to Salt Lake City in 2002. Under the standard design, bid, and build process of building highway projects, we would have been under construction during the winter Olympics in 2002.

There are three objectives that we have in our design-build project. First was accelerating the schedule. Second was maintaining the quality of the product that we have delivered to us, and controlling the cost was third. The interesting thing about design-build is they can immediately begin designing and building simultaneously. We awarded this contract in April of 1997. They immediately began tearing obsolete infrastructure apart.

There was a lot of coordination required for this project. Simultaneous with the I-15 project was the construction of our first light rail system in Salt Lake City. It parallels the I-15 corridor. In addition to the potential conflicts with the light rail system adjacent to the project, there was the Union Pacific (UP) Railroad, which also runs adjacent to the corridor. There were 123 different locations where we conflicted with the UP Railroad.

So in conclusion, where are we at today? Let's use the three objectives I mentioned a few moments ago. As far as the time is concerned, the project started in April of 1997. It will be completed in July of 2001, ahead of schedule by several months. As far as quality is concerned, the quality that the contractors have provided to us is exceptional. The last item is cost, and the one that I'm most proud of. We're under budget — now how many projects can say that?

Lessons learned: One of the things that we've learned is that it's not always best to pick the low bidder and, in this case, we did not pick the low bidder to build this project. It was the best value that we picked. We partnered on this project. I can't tell you how important that is, and the last one that I would like to point out is co-

location. We put our design team from Utah DOT with the contractor. They sat right there in the same office, and they have co-located ever since the project started. It's so much easier to be able to walk across the hall to solve a problem than send a letter.

The design-build concept really breaks the mold of the traditional way of doing business and, in a way, it's somewhat frightening to me that we have delivered a project in four-and-a-half-years that should have taken 10 years or more. Now the "community" that we work with expects that timeframe can be applied on other projects.

Panelist:
Ian Lockwood
City of West Palm Beach Florida

The thesis I want to talk about this morning is that there's a better way to do transportation planning in cities than the conventional approach that most of us follow. I'd like to present an idea of doing transportation planning as part of urban design such that transportation is actually not separate from the community as it seems to be today.

Now, every society exists in the exact same physical world. But each society sees the world differently, and the way we see the world with the way our society sees the world is our paradigm. And we're comfortable with our paradigm because it's in sync with our collective values and our culture. Changing our paradigm or challenging our paradigm is tough. It makes us uncomfortable because it strikes at very fundamental belief systems that we all share. I'm going to challenge the transportation gods a little bit.

Let's start with the language. We have our own biased language in the transportation field. Once your street is "improved," the curb will be right here. Now how can you argue against an improvement? By definition, it is a good thing. Yet there are objective, unbiased words to describe widening and this illustration obviously is not an improvement from other perspectives (other than for motor vehicle users, that is).

We all know about "accidents." The word *accidents* invokes some sort of sympathy for those involved, for those responsible. Most crashes are preventable, as we know, and by calling crashes accidents, it sort of dumbs down the severity of the situation. Yes, we kill about 40,000 Americans a year on our streets. Travelling around is just

something we all do and take for granted. But if other consumer products killed 40,000 people a year, we'd do something about it.

What about the "level of service"? Whenever I hear the words "level of service," I ask "for whom"? It's for the car users. It's not for the cyclists. It's not for the people waiting for the bus. It's not for the homeowners. It's not for the pedestrians. It's amazing that all of the measures of success for streets, whether it's V over C (V/C) ratios, delays, travel time, levels of service — the beneficiary of these measures of success for streets remains anonymous, and it's always the same beneficiary, the motor vehicle.

"Traffic demand" — another euphemism for motor vehicle use, and it has an interesting connotation. Demand invokes the idea that it is obligatory to do something about it. There's a sense of urgency that we need to respond to this, and yet, if it was automobile use equated to drug use, something that we wanted to reduce in society, maybe we'd be more apt to do it. But we don't call it heroin demand: we've got to do something about heroin demand. We call it drug use or drug abuse. Maybe we should start talking about motor vehicle abuse as opposed to traffic demand.

So in West Palm Beach, Florida, the first thing I did when I took the job of heading the transportation planning division was I changed the language. We have a language policy now where one cannot to use the incorrect language. It forces the decision-makers and the rest of the staff to use neutral language.

American cities use the most fuel and the most land than any other cities in the world. We have the most inefficient cities from a transportation perspective and from a land use perspective. Once our resource advantage is depleted, we're not going to be competitive. So if we want to be efficient, if we want to compete as cities and as a country, we're going to have to become more efficient. There's this notion that high levels of service for car users results in a successful city. Well, in West Palm Beach in 1990, we had very high levels of service on all our streets. You could get *out* of our city faster than anything else. There's this notion that the capacity of streets is the maximum number of cars that can pass a given point over set period of time. Now we talk about capacity for moving motor vehicle as if that's the only thing streets are for. But streets have the capacity for social interaction, for trees, for beauty, for recreation, to make housing nice and livable, to support institutions — they have a lot of things they can do, and they use to do this. It's a 50-year phenomenon that motor vehicle users have managed to monopolize our streets.

When a biologist models a wetland, they can't because it's too complex. It has too many inter-relationships, and so they pick what they call an indicator species, typically a frog where if the frog's doing well, the wetland is doing well, and if there's a problem with the frog, there's something wrong with the wetland. Now we pick the indicator species. We pick the car, so if the car is doing well, the city's doing well, and it's probably the most nauseous, space-hungry, polluting, dangerous thing in cities. You know it's the wrong species. We really ought to take the pedestrian. Whenever I go to other cities, the first thing I look at is how well pedestrians are accommodated, and if they're accommodated well, I conclude their planning is together. If the pedestrians aren't accommodated well, there's a problem with transportation planning or land use planning, or both, and you can start your search for defining problems from there.

Which leads to the next thought, which is, "why do cities exist in the first place?" Cities exist to minimize travel, to bring people together to maximize exchange, including the exchange of goods and services and justice and entertainment, social contact, and so forth. There are two types of exchanges. There are planned exchanges and unplanned exchanges. Some people believe that the quality of cities is the sum of the unplanned exchanges, and exchange is all about access, and so we really ought to be pursuing access. But we don't. We pursue mobility — which speeds up people, spreads cities out. It makes development further apart, and at lower densities.

So let's look at a different approach. We can continue to react to trends and cars use, and make our cities car-oriented, or we can have what I call "vision." Vision means that you design what this city's going to look like and how it's going to function. So you build the city you want. You design the city and you build that, and there's this notion that you get what you pay for. If you continue to pay for roads and parking lots, you're going to have an automobile-oriented city, no matter what. But if your money goes into building a great city, you'll end up with a great city. It's as simple as that. So once you have a vision, a community-oriented vision, community-created vision, your decision-making becomes incredibly simple. If a project decision or what-have-you supports the vision, you do it. If it does not support the vision, you don't do it. You fight it, and in the end you'll get a great city.

So the bottom line is that we want to change our language. We want to change our culture. We're stopping the tail from wagging the dog. We're not single-mindedly pursuing mobility anymore in West Palm Beach, and we're challenging the

transportation gods. We're envisioning a great city, and a great community, and we're building that. I encourage you all to do the same.

Session III-3: Where Are We Going From Here?

Moderator:
Katiann Wong-Murrillo
FHWA Western Resource Center (San Francisco)

Panelist:
Maurice Foushee
Community Planner
FTA Office of Planning

I'd like to take a few minutes to talk about some trends that we foresee in the Federal Transit Administration (FTA), particularly in the Office of Planning, and some personal observations I have about transit planning, and also on a more general level, transportation planning.

Within the Office of Planning, I'm in the Innovation and Analysis Division, and there I review "new starts" programs. New starts are proposals for commuter rail or light rail projects, and we look at land use, objectives and financial commitment. Also, within the Office of Planning, we have a state and metropolitan planning division. Some of you may have worked with some of these folks who work on the certifications for the MPOs. We do have environmental planners, people with training in environmental planning, but there really isn't an office. We're a small agency, but one of the trends I see that's becoming a bigger issue is CIA. I think it's on FTA's radar screen, but we need to elevate this a little bit more, particularly as it relates to livable communities.

Next is "streamlining." Some of you know that we have the notice of the proposed rulemaking. NPRM is the acronym you will hear, and may have heard. I think the debate is going to be: what does streamlining mean? Some people are concerned that you'll leave some things out if you streamline other groups, interest groups, for instance. Other observers may say "Well, you aren't really meeting the objectives of streamlining." Actually, we're hearing some of that now.

Another trend involves education, and several people have mentioned that. Some of us who may work in other organizations know that working with the schools is vital to really getting out the information on a long-term basis because students tend to retain this knowledge, and they'll go home and tell their parents. So we should try to somehow work our way into the schools, and by that I mean, for instance, "career days."

On education, if you can also get involved — at least observe some of the PTA meetings, for instance — some of their meetings are on other issues which affects the schools. For example, if there's a road or transit project that is going to affect the school, then that may be the meeting that you'll want to attend and to speak for at least a few minutes to get on that agenda. That again would encourage public involvement, so you could see all of this is interrelated.

When we talk about education, it's not just students. Two other groups that we in the transportation field in general should try to encourage working with would be the politicians first of all, and not just local politicians, but also our regional or national representatives.

The other group that we should try to educate is the media. We need to find some ways to educate the media other than just inviting them to our public meetings. There may be some kind of sessions or forums that we sponsor with media groups, or the media and politicians together. Some people may think it's not a good combination, but it may actually be a good combination of getting those two groups together to understand what the transportation issues are out there, and what potential impacts are of certain transportation funding or issues.

I'll spend a moment on design-build. FTA has been moving in that direction. There are advantages such as scheduling. Scheduling has generally been shorter. The budgets may still remain to be seen, but they seem to be coming within budget or close to budget. There are some issues with design-build that we still need resolved — the jury's out, I don't have to say. Some people talk about either conflict of interest or "you're rushing too much" or "aren't you forgetting something?"

We've heard a lot about environmental justice (EJ) already, and it still seems to be a growing issue not only within transportation, but also within the transit industry, in particular.

Safety is a big issue for transit, and actually it's becoming a bigger issue. For instance, safety issues and design — we need to relate the two. We talk about mitigation. What's happened in Portland, for example — they mitigated one thing, noise, by having these quieter trains. On the other hand, part of the problem is that the trains are so quiet that people can't hear them and now it has become a safety issue. When we mitigate one thing, we may actually create another problem, an unintended consequence.

One issue we have not really discussed involves brownfields. Brownfields are essentially lands that are contaminated from hazardous wastes and that we're trying to redevelop, in most cases. A lot of times, we run into these contamination problems. It's not just within inner-cities, but primarily that's where the focus is at this point.

Another point about where do we go from here involves federal, state and local relationships. These have always been squishy, if I can use that term, and probably will remain like that as an ever-evolving relationship and process. We talk about where do we go from here. There are greater partnerships than ever among the three government levels — federal, state and local. The locals may say the feds are overpowering, and the feds like to say, "oh well, the locals just want us for our money." I think a lot of relationships are becoming more formal. We've noticed more programmatic agreements (PA), for instance, memorandums of agreements (MOA) or memorandums of understandings (MOU), and I think frankly that's going to continue. One of the advantages of using a PA or MOU or MOA, is that it clarifies a role. It clarifies what needs to be done by various stakeholders.

In addition to some of the other issues that we talked about today, one that will continue to grow in importance is livable communities.

Has everyone heard of the Access-to-Work program? We will continue to see or hear about programs related to that with emphasis towards people who live in cities trying to get to jobs in the suburbs. That's generally now where the new jobs are — in the suburbs. And there will be grants under a new DOT program, for instance, that people can apply for access to work.

In conclusion, I'd just like to emphasize that in all that we do, we should keep in mind that we help with better decision-making, not only within our agencies, but also for the politician. Ultimately, they have the funding decision and, in some cases, project decisions.

Panelist:
Robert Laravie
Environmental Manager
New York State Department of Transportation

I'm with the New York State Department of Transportation and a landscape architect. To try and give a little explanation on where New York State is in the whole community impact assessment process, we have to look back a little bit about where we are, and also where we hope to go. One of the things I started to look at was the little brochure that Florida came up with, "CIA Strategic Plan." It mentions (four bullets): champion, institutionalize, integrate and engage. I guess New York State DOT has been doing a little bit of that, sort of scattered around. We have a couple of programs that have been started, but they're not really institutionalized yet. In our mission statement, we have the word "balanced" in there. Now does that mean balanced between modes, or does that mean balanced between the community? I think it means both, and we've also recently added "environmentally sound."

The environmental issues are fairly new to my region and also to the rest of the state. We're starting to put all of our environmental initiative ideas on a GIS system, and we're also linking up with what other city agencies are thinking of.

A little bit about where we were: Initiatives or enhancements, or even context-sensitive design, CIA activities — typically, they were reactionary. We were trying to get out of a fix we were in. We put ourselves in a box. We were responding to litigation. We were doing required mitigation. It was permit driven, regulatory driven. It was a mindset the engineers had accepted. They knew they couldn't win that battle. We did a minimal amount of community involvement. New York City is an extremely complex region to do design development, with its many overlapping regulatory agencies and approval agencies.

We had few active partnerships with outside entities. We were very constrained in getting involved with outside agencies. Metropolitan Transit Authority (MTA) casts a big shadow on the transit side. We pretty much stayed out of their way. City DOT had a large program. We really didn't hook up with them in trying to join partnerships. We had this concept of subversive advocacy. You really had to go out to the community and tell them what they needed to know, but without getting in trouble doing it.

Some of the actions that we're trying to undertake to implement CIA within the department are to do more coordination and communication with other agencies. We try to identify opportunities to improve community and resource protection. We are trying to expand public involvement. Typically, we do a lot of our work in New York City with consultants.

One of the key things we look at is local plans. In many cases, these are really the hopes and dreams of communities. TEA-21 and ISTEA really helped us understand where we are going in relationship to what communities wanted. We also gather information on what other agencies or groups are working with in the community. Lots of times, it's a different agency, but they may be doing a transportation or pedestrian component that we're not aware of, for example, so we always try and link up with those groups and keep track of their program.

Some of the opportunities we're really looking at and also some of the challenges include trying to fit CIA into an executive management plan and adopting performance measures. In New York State DOT, we have about five performance measures. They're called key result areas. One of them is community participation, and another one is partnering. We're trying to develop guidance manuals, and we're working on a scope of services with our consultants to develop training and so forth to get engineers, landscape architects, and planners all involved in CIA.

We don't yet have a design-build process in New York State. Law technically outlaws it, but we have legislation to enact it. We're trying to develop corridor managers. The existing arterials and parkways are really corridors within a constrained urban area. So we're trying to develop these corridor managers that will become expert on community and transportation needs within those corridors. We're trying to enhance our MPO coordination and information sharing. We're working on some of the new technologies. For example, we're trying to develop some community-based data sets on GIS.

We typically haven't done a lot with socio-economic work in my region or really in New York State at all, but I think we need to develop it more and use that as a tool, not as an absolute. We are incorporating these ideas and methods so we can not only "think beyond the pavement," but also build beyond the pavement.

Panelist:
Wendell Stills
Team Leader
FHWA Office of Human Environment

I'm just going to say a few words about some of the issues that I've taken away from this workshop, and where we may want to consider going in the future.

One thing I think we've gotten out of this workshop is that we're going to have to go forward together. We're going to have to go forward with commitment, candor, and courage. We're going to have to definitely work across the disciplines, working together, sharing information. In doing so, we have to recognize this energy that's inherent in the community impact assessment process. Whether you're doing context-sensitive design or traffic calming, do recognize this energy between that one thing, or those things with other things, and how they relate to each other.

FHWA is coming out with new products in the environmental justice arena, including websites, training, case studies, best practices, and a training course. We're also doing some things in public involvement as well. That will be a substantial accomplishment for keeping the lifeblood of community impact assessment going. We will have some further discussion about national training that perhaps FHWA and FTA can undertake.

Our challenge is going to be to integrate community impact assessment into an integrated world. Another thing that I think we really need to think about is the notion of conflict resolution. We need to equip ourselves with the knowledge of understanding that there are going to be inherent conflicts in everything that we do, and we're going to have to negotiate that minefield.

Over the past few days, we've heard a lot of things. We need to think of those linkages to the transportation community and system preservation program, to transportation enhancements. We need to think in an integrative fashion, and I think that the challenge before us is to do that and to think about how high and how far we can jump, to see what we can accomplish. And, if we do another one of these National CIA workshops, which I think we'll be discussing, we need to be thinking about: what are the great things we want to say there? What is the information that we want to share once we get there? I think we have tremendous opportunities. I think this has been an excellent workshop, and we're all the better for it.

Chapter 3 Breakout Group Summaries

Five Breakout Groups

Workshop participants were divided into five groups to discuss assigned questions unique to each group. Under the guidance of an assigned facilitator, each group spent approximately 1 hour and 15 minutes "brainstorming" the assigned topics. Following the breakout sessions, all workshop participants reconvened. At that time, a representative of each breakout group presented the questions and associated thoughts and ideas that resulted from the group's discussion.

A summary of each presentation is provided below.

Blue Team

Facilitator: Harold Peaks, *Federal Highway Administration*

Does one have to be an advocate for the community?

- Our group came to consensus we're all able to live with the answer of "yes", but that doesn't mean that everybody agreed to that wholeheartedly. In what ways? We felt that just like other regulatory agencies, in particular Fish and Wildlife Service who's speaking for the bugs and bunnies who can't speak for themselves, that we do have existing laws that say, as an agency, we do need to advocate for the community in several different ways.

- Some State DOTs have already developed and are implementing programs, but those that haven't developed any need to work on the development stage and implement the program to become advocates.

- The fundamental part of our discussion was "are we advocates for the community as we are an advocate for individual opinions?" And I think that our group came to the conclusion that no, we are not advocates for individual opinions. Rather we are advocates for a process to allow folks to have their say. But it was important that we did have good public involvement processes for information gathering, and I think that NEPA and some of the other regulations basically say that we have to have those, and as far as I can tell, transportation agencies are doing a

pretty good job at that. We wanted to really be careful not to advocate for special interests. We did feel like it was our responsibility to continue to help those that are not speaking for themselves very well, so that they can be heard throughout the process, and that was definitely our responsibility.

Is it more difficult to argue for mitigation for social and economic impacts than for other resources?

- That was a resounding yes.

- We felt as though it was regulation that drives mitigation for other types of impacts. For instance, wetlands is regulation driven. Perhaps if we invoke some of the regulations that are on the books, we will be able to get better mitigation for social and economic impacts.
- It was described that the other regulatory agencies, for instance, SHPOs and Fish and Wildlife Service, that 30 years ago, they were exactly in the same spot, where arguing for mitigation for effects to those kinds of resources that don't speak for themselves was an important part of the national discussion, and at this point, we're discussing that for social and economic impacts.

- The agency needs to be willing to mitigate, and then finally, we need to build it into the process that it needs to be programmed for and budgeted for at the very onset, those mitigations.

How can we better integrate CIA with other disciplines and statutes?

- I can sum this up by saying early, early, early, planning, planning, planning, and that at each level of the transportation organizations, even though that they may have a different role. But it has to be EARLY!

Green Team

Facilitator: Peter Bond, *California Department of Transportation*

Where and when does the CIA process begin?

- The basic tenant was, that the CIA process should begin very early, and very local, because sometimes once something gets into a plan, it kind of becomes institutionalized, and no one's talked to the public. So our first place to start working on CIA is when a problem or a need is identified.

- One thing also to recognize is that the CIA process is exponential. It's not linear because one of the issues that we have in Texas is that it's very difficult for us to make accurate projections of a population 10 years into the future. Because what we were thinking in 1990 about what Texas was going to look like is not accurate, so we have to remember to keep kind of folding back in the best information we have.

- Communities first of all must be organized because we can't just put up a notice and say "hi, come to our meeting." And if they don't, we can't say "oh, they're not interested." We really have to go out, and a suggestion was made to stand outside a store and talk to people. I wouldn't do this outside a liquor store! You go where people are; if you're living in a neighborhood where the AME Church is the community center, that's where you go. You don't go to the city councilmen's office, necessarily. You find who the leaders are.

What is the community?

- Well, it's the very things that they talked about this morning

How do you define disproportionate impacts? What are the roles?

- You know, for instance, in some states, the DOT or the MPO has very little to do with land use. It's strictly a local authority, and that's by law. So we need to get people to all be on the same page. Wendell made this point, and I think it's a really good one. Ultimately, the most difficult issue in CIA is to start. We have so many issues right now in our projects where "well, I wish FHWA would give us more guidance," and that's fine. But we got to start, you know? I always think of

this motto a teacher of mine talked about. She said that anything worth doing well is worth doing badly at first. I think there's some value just in the attempt.

Does one have to become an advocate for the community in order to insure the proper and adequate coverage of these issues?

- We basically said in terms of external things, no. You have to be willing to meet with the communities. However, internally within your organization, you often do have to be an advocate for community issues, and sometimes that's difficult to do.

Yellow Team

Facilitator: Katianne Wong-Murillo, *Federal Highway Administration*

What skills do we need to possess or training do we need to take in order to do our job better related to putting people first?

- It came down to seven categories. I believe the first one was under the facilitation skills, and the second one had to deal with interpersonal skills, which is important in dealing with people. Facilitation skills are making things happen in a sequence because facilitate means to make easier. We got into the area of conflict resolution, which is important in negotiating and bringing people together as well as the ability to do strategic planning. You need to have strategic planning skills from the stand point of not an internal function, but an external function in making the community outreach or making your relationship with the stakeholders more effective. And I think the team player that made that suggestion was thinking along those terms, although others like us, we're thinking of much more internal processes dealing with the organization. We talked about leadership training, the importance of being able to have the proper leadership to go ahead and implement and make things happen. We got into the area of research and analytical skills, which is very important in terms of finding out what needs to be done. We also talked about the importance of listening, which came under the area of communication, and how do we go about doing that? We got into group dynamics, and talked about the importance of that, which is related to conflict resolution.

How can or should we better integrate the CIA process with other disciplines, e.g. urban design and statutes such as NEPA?

- Some of us said, "Well, isn't that what NEPA is really all about?" So we started asking questions about what particularly do we need to be looking at? I think the consensus was that this CIA process needs to happen early on in the process. From the Caltrans people we heard a lot about that by the time they get a project, it's basically a done deal, then they're asked to go out and find out what the community thinks about this. Well, what they were basically saying is "gosh you need to have this early on in the process", and then others started chiming in and saying, "you know, it's not just important to have it early on in the process, you need to have it every single step of planning, implementation, operation, and maintenance". So we were all in consensus on that.

- The group also discussed the isssues behind the question: How do you get the public motivated to come out early in the process?

Is it more difficult to argue for mitigation for social and economic impacts than other resource areas?

- Now, this one was an exciting topic. We spent a lot of time talking about this, and some people may think too much time, and the people from outside of California probably felt that there was probably too much time. We had a problem in answering it yes or no. Some felt yes, it is more difficult. Others felt no, it's not more difficult. Our answer is yes and no, how do you like that for an answer? But we split it apart, and the resource area is pretty much a given. But the social and the economic — we began to say, well what do you mean by that, and in what project? In certain areas such as if you're going to be an interim or non-permanent project, it's easier to deal with economic and social impacts. But if you're going to leave a community behind because you've taken all the traffic off of their streets and put it onto the highway, that's a long-term impact. So I don't think there was too much consensus as to that particular issue, so our answer was basically yes and no on this issue, although some would say we had more of a yes. So did you see the problem we had on that question?

- We address the issue in terms of the reason why we're not dealing with it. Because it drives up the cost of projects, it needs massive recognition so you could begin to deal with that issue in terms of economic and social impacts. So the consensus was how do we begin to incorporate this or to address this more effectively, and it began by talking about the program money, including CIA

impacts into the process because then you can begin to discuss it at the local level. And I think earlier, we talked about having the CIA process from the beginning, the middle, and the end, and after the fact as a follow-up. So this helped us realize that you need to program it.

- The other key issue was change the approach of how you go about programming the money. Someone mentioned that a lot of times, even though you can adjust the budget of a project, when people see a certain project with a certain budget figure in the beginning and 10 years down the road they're still attached to that fixed budget when other things have changed, and when you include the CIA process, that it begins to drive up costs. And then it becomes a problem of making a choice. You need to not take money away from another project that has another label of money and has been carrying it for a certain period of time. So in addressing the issue of how you program that money and how you begin to include the CIA, I guess we need added costs to that. Or, at least maybe put some type of disclaimer basically, subject to change because of this CIA process.

What are the roles of MPOs, local government, DOTs, and the federal level, and others in the CIA process?

- That was an easy answer, we tried to do it in 25 words or less, and then it went to 32, and then it went to 33. But the basic issue was it should be done by everyone. However, depending on who takes the lead, for instance, if a particular project is a federally-funded project, that agency, the FHWA, should then take the lead in determining how much CIA should be done, and others in support of that. And if it's the state's project, they should also take the lead. But the easy answer in the consensus was everyone should be doing the CIA at every step of the stage in the phases of that project, and I think that was what we all agreed on in terms of what we had to contribute in this process.

Red Team

Facilitator: Buddy Cunill, *Florida Department of Transportation*

What seems to be the most difficult areas to address as transportation professionals in the area of CIA? What can be done to make them less difficult?

- We looked at some factors that made things difficult: costs related to the project, whether we should merge a project or stand it alone, who is impacted, trying to define the impacted community, problems with building community trust, having enough resources, time, money, etc. to develop public participation and involvement, and the identification and motivation of stakeholders as being these areas that are related. The first fact we looked at was construction impacts to business, project, etc., and project specifications. Lots of times, we had issues with how much detail has to be developed in the CIA process about the project to really address some of these impacts, such as noise, project duration, etc. One of the things we looked at was developing a business plan for the construction phase, so impacted businesses could still function, and also to have a communication, the line of dialogue, so that complaints could be heard and rectified.

- Another factor was whether projects are integrated or stand alone. We looked at a couple of issues related to streamlining environmental documents. Have summaries of the environmental documents. Don't try and distribute these voluminous impact statements. Have summaries available. Use new technologies, CD's etc. And also be realistic in determining the level of impact. Don't try and make a planning study out of a whole community. Be focused on what the area of involvement should be.

- Determine who is being impacted, and also negatively and positively. We talked about different methodologies to use. Be clear on identification of stakeholders. Use internal resources knowledgeable about population and location. Visit the project. It's very important. Use media to help you communicate ideas. State and local elected officials can sometimes attend meetings. Develop communication with interest groups, and involve the MPOs, the regional planning groups, etc. in that process.

- Building community trust. Have realistic responses to comments. Be up front. Don't lie – that's very fundamental I guess. Follow up, as we heard earlier this afternoon. Don't be so specific and just push off a question to another agency or a group that may be within your department. Keep citizens informed so they have a sense of where they fit into the process and what the process will involve and how long it will take. Send the right staff to the right job. Don't send someone out who's maybe not too comfortable in front of folks. Be available. Obviously meet when they need to be heard. Show empathy and care. We had quite a bit of discussion about that. To find the rules of the game so that their expectations have a framework, have a good public involvement plan, some fundamentals, and keep the project team consistent. Sometimes, the dialogues are developed. Trust is built, and staff fluctuation should try to be minimized. Active listening will enable the public in many cases to be empowered.

- We talked a little bit about the frustrations of resources, time and money, etc. Try and convince transportation folks that if we don't do it right now, we'll just have to do it later. It will probably be more expensive, more complex, more people involved than need to be involved. Obviously, built early into the process, it should have flexibility. Learn from successful projects. Have a partnering with local governments. Involve citizens, obviously. And use some the new technologies available to organize and distribute your information.

- Some of the things we looked at on how to reach stakeholders: We looked at solicitation of use through newsletters, focus groups, hearings and meetings, posters in highly frequented places, community cable channels, one of my pet projects — automated gas pumps, I've seen some public service messages on these new gas pumps — message boards, message signs, etc. Be aware of bilingual requirements, information booths and kiosks in community centers etc. Some limited telephone sampling was discussed and community groups, chambers of commerce, etc.

- Some people talked about some fundamental things: just getting out there and hanging stuff on door knobs, some mobile vans at events, radio, church bulletins, all effective and relatively low cost.

- Motivation is a tough thing. Sometimes, it's hard to measure, but we took a crack at it. Reminding the community of the benefits and the loss that they may incur if

they don't participate in the process. Food availability, very important. I know for state workers in New York, the more food that's available, the more attendance we'll have. Our public union used that quite effectively to get people to attend meetings. Time, location, ease of access – all have to be available to them, obviously. Sometimes, there's a local celebrity or known figures who you can say will be attending the meeting. Sometimes, free handouts are available, maps, etc. They feel at least they left a meeting with something. Some people may need transit, special needs, disabled, etc. Sometimes, daycare centers can be arranged. Have them available. We talked about accommodating special needs again. Multiple meetings — you may have some groups that really aren't available at certain times of the week or days of the week. Try to get out and go to the public, and also provide a safe location, obviously.

- Understand the political landscape. Sometimes, you may think you'll have a very productive meeting, and all of a sudden it turns into a soapbox for politicians, or prospective politicians on other issues. Know a little bit about where you're going and what might come up. And also involve the media as much as you're able to through your folks in your office.

How best to incorporate CIA into traditional design environmental process, and how best to accomplish with other approaches.

- Example: design-build. Some fundamental things, involve the public in conceptual design, conceptual development, concept development, etc. Define in the scoping stage how to deal with CIA. NEPA requires scoping for EISs, I know. We also use them in New York for even environmental assessments. Have that clearly spelled out on what your methodology is going to be. How the community reacts to it will tell you a lot about what their concerns may be. Try and clear ideas of compliance in the design stage. Again have public involvement. Involve the public in the type of scoping that's going to be involved in the project, and the purpose and need. Threshold levels in the scoping stage have some sense of what sort of detail is going to be expected. Strive for continuous public involvement as we mentioned earlier. Do a little system planning, so that you have a ground work laid for how your public involvement is going to flow. Have some project development team follow up, and keep track of this even through the mitigation phases.

- Some additional things: Continuous partnering meetings, even through construction, help maintain continuity. Develop a team that overlaps all of the project development processees. Some of the states that have project management concepts already have that. Interagency cooperation and mitigation, sometimes through funding. Sometimes, agencies are responsible for certain things, and they claim they can't do it. You may have to get involved in funding agreements, for example, funding a position in a resource agency. Cost training and CIA for each phase — It was brought out quite a bit that a lot of the folks that we have really need some training.

Orange Team

Facilitator: Don Sparklin, *Maryland Department of Transportation*

What are the roles of MPOs, local governments, DOTs, FHWA, FTA, and others in the CIA process?

- As we heard, MPOs create projects, solve problems. Local governments use the wish list. The state governments organize. Local governments and states create projects, and MPOs manage the money and assign priorities. MPOs establish the process, policy. And MPOs gather data. They also have a common role of working with communities, educating the public, and being educated by the public. MPOs begin a process and gather data on a regional perspectve. What our public involvement starts, local governments enforce. Local governments add a non-transportation element to the equation. DOTs continue the public involvement, and the MPO's role is in non-urban areas. Integrated decision-making embraces and supports contact sense of design. The DOTs do the training. We re-evaluate projections and adjustments, initiate data gathering. MPOs, DOTs and our local governments define community. FHWA plus FTA equals money. Advisory view oversight ensures compliance with federal law.

How does one identify what the community's interests are when there are multiple voices?

- Break down into neighborhood units. Meeting tailored to different groups. Conduct surveys. Identify demographics. Pinpoint where voices are from, and seek out softer voices.

- Also contact local governments and community groups as groups who should be involved. Newspapers, media participate in community events such as neighborhood community festivals, picnics, and celebrations. Have an open dialogue.

What skills do we need to possess or training do we need to take in order to do our job better related to putting people first?

- Take some training in conflict resolution, psychology. Have patience. Have sensitivity training. Learn interdisciplinary approaches to balance decision-making. Embrace planning as continuous problem-solving, and have listening skills. Have a common focus on a purpose and need. Leadership training, project management training, broad understanding of the agency's roles. Know what you're doing. Communication skills — need to recognize at the college level as well as part of planning curriculum. Rotations and cross-training. Effective CIA equals money and time and delegation in assigning priorities.

Chapter 4 Field Trip Highlights

Miriam Khirshner of the San Diego Metropolitan Transit Development Board addresses the workshop attendees at a trolley stop

The San Diego Trolley arrives

Workshop attendees switch from rail to bus at Qualcom Stadium in route to the Cabrillo Freeway, the 40th Street project and Chicano Park

Workshop attendees are given a history of Chicano Park and its famous murals

A brief stop for a short history of the Cabrillo Freeway, a scenic highway and historic resource

Chapter 5 Design Team Meeting

On Saturday, September 2, 2000, the Design Team/Steering Committee met to discuss and review the just-completed workshop. In addition to the Design Team/Steering Committee members, the meeting was open to all attendees of the workshop.

The discussion included charting future activities of the Design Team, preliminary planning for the next CIA National Workshop, and suggestions for revisions or additions to the composition of the Design Team. These revisions were aimed at balancing the composition of the Design Team between State DOTs, Federal Agencies and MPOs. Discussions also included the formation of a "Friends of the Design Team," which would include individuals who are interested in, and wanting information on the activities of the Design Team but would not function in the day-to- day activities of the Design Team.

Minutes of the Design Team meeting are available on request from:

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Appendix A Workshop Organizing Committee

The members of the planning and organizing committee for the second National Community Impact Assessment Workshop were:

Toni Bates
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San Diego, California

Peter Bond
Caltrans
Sacramento, California

Buddy Cunill
Florida DOT
Tallahassee, Florida

Judith Lindsey-Foster
Maine DOT
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Beverly Ward
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Katiann Wong-Murillo
Federal
Highway Administration
San Francisco, California

Appendix B Workshop Agenda

Tuesday, August 29, 2000

11:00 a.m. - 12:00 p.m. **Registration**

1:00 p.m. - 1:45 p.m. **Welcome to San Diego!**

Charles "Muggs" Stoll, Deputy Director
California Department of Transportation
(District 11, San Diego)

Peter Bond, Community Impact Specialist
California Department of Transportation

1:45 p.m. - 2:45 p.m. **Opening Remarks**

Harold Peaks, Team Leader
FHWA, Office of Human Environment

Leslie Rogers, Administrator
FTA Region IX (San Francisco)

Brian J. Smith, Deputy Director, Planning
California Department of Transportation

Refreshment Break

3:00 p.m. - 4:00 p.m. **Panel: What is the CIA Process All About?**

Moderator: ***Greg King***
Chief, History, Architecture
& Community Studies Branch
California Department of Transportation

Buddy Cunill, Transportation Policy Administrator
Florida Department of Transportation

Judy Lindsy-Foster, Chief, NEPA Unit
Maine Department of Transportation

Wendell Stills, Team Leader
FHWA, Office of Human Environment

4:00 p.m. - 5:00 p.m. **Q & A for Panel; Group Discussion**

6:00 p.m. - 7:30 p.m. **Reception**

Hors d'oeuvres and no-host bar

Wednesday, August 30, 2000

7:30 a.m. ***Continental Breakfast***

8:00 a.m. - 9:15 a.m. **Session: Livable Communities, Part I**

Moderator: ***Kome Ajise***
Chief, Office of Community Planning
California Department of Transportation

Ashley Nguyen – Metropolitan Transportation Commission (San Francisco Bay Area)
MTC's Transportation for Livable Communities (TLC) Program

Kate Poole – Oregon Department of Transportation
Building Livable Communities – What Does It Take To Get There? – Oregon's Experience

Gary Toth – New Jersey Department of Transportation
Context Sensitive Design: Building Sound Transportation Projects While Leaving Livable Communities Behind

9:15 a.m. - 10:30 a.m. **Session: Public Involvement**

Moderator: ***John Isom***
Senior Environmental Scientist – Community Impact Specialist
Arkansas Department of Transportation

K. Lynn Berry – FHWA Southern Resource Center (Atlanta)

Greg Rawlins – FHWA New Mexico Division

Toni Botte Bates – San Diego Metropolitan Transit Development Board (MTDB)
We Can't Hear You! San Diego's Techniques for Getting Balanced Community Input

Tom Swanson – Pima Association of Governments, Tucson
Innovative Public Outreach Examples from the Perspective of an MPO

Refreshment Break

11:00 a.m. - 12:30 p.m. **Session: Environmental Justice**

Moderator: ***Leigh Lane***
Director of Community Involvement
North Carolina Department of Transportation

Wynnlee Crisp – CH2M Hill, Renton, Washington
Objective Determination of Disproportionate Impacts in Environmental Justice Analysis

Dave Ekern – Minnesota Department of Transportation
Environmental Justice: A Minnesota Approach

Wendell Stills – FHWA Office of Human Environment
A View from Washington

12:30 p.m. - 1:30 p.m. **Luncheon**

1:30 p.m. - 2:15 p.m. **Keynote Address**

William Fulton
Author of: *The New Urbanism – Myth or Reality*

2:30 p.m. - 3:45 p.m. **Facilitated Breakout Group Sessions**

Participants will report to breakout sessions at locations assigned at registration.

Facilitators: ***Peter Bond,*** *California Department of Transportation*
Buddy Cunill*, Florida Department of Transportation*
Harold Peaks*, FHWA Office of Human Environment*
Beverly Ward*, Center for Urban Transportation Research, Univ. South Florida*
Katiann Wong-Murrillo*, FHWA Western Resource Center (San Francisco)*

Refreshment Break

4:00 p.m. - 5:00 p.m. **Reports from Breakout Groups**

Thursday, August 31, 2000

7:30 a.m. ***Continental Breakfast***

8:00 a.m. - 9:15 a.m. **Session: Cumulative and Indirect Impacts**

Moderator: ***Don Sparklin***
Assistant Chief, Project Planning Division
Maryland Department of Transportation

Susan Fox – Wisconsin Department of Transportation
Engaging the Community: Indirect and Cumulative Effects Analysis; WisDOT's Approach

Stephen L. Plano – Parsons Brinckerhoff Quade and Douglas, Inc., Baltimore, Maryland
Woodrow Wilson Bridge Project – Secondary and Cumulative Effects Analysis

9:15 a.m. - 10:45 a.m. **Session: Livable Communities, Part II**

Moderator: ***Jim Deluca***
Chief, Office of Geometric Design Standards
California Department of Transportation

John Njord – Utah Department of Transportation
UDOT's Efforts to Incorporate Context-Sensitive Design Principles into Everyday Business

Ian Lockwood – City of West Palm Beach, Florida
Finding Flexible Transportation Approaches for the Human Environment

Refreshment Break

11:00 a.m. - 12:15 p.m. **Session: Where Are We Going From Here?**

Moderator: ***Katiann Wong-Murrillo***
FHWA Western Resource Center (San Francisco)

Wendell Stills, Team Leader
FHWA Office of Human Environment

Maurice Foushee, Community Planner
FTA Office of Planning

Robert Laravie, Environmental Manager
New York State Department of Transportation

12:15 p.m. - 12:30 p.m. **Closing Remarks**

Greg King
California Department of Transportation

12:30 p.m. - 5:00 p.m. **Box Lunch & Field Trip: Off-site Event**

Now it is time to leave the comforts of the Doubletree Hotel and see projects in community settings! We will be enjoying a box lunch as a prelude to:

- Riding on the San Diego Trolley to hear about transit and neighborhood issues. From there we will board buses and travel to:
- 40th Street Project/Completion of I-15 Gap Closure – Cut & Cover
- San Diego's Historic Cabrillo Freeway (State Route 163)
- Coronado-San Diego Bay Bridge Seismic Project – Chicano Park and Its Murals

Friday, September 1, 2000

7:30 a.m. ***Continental Breakfast***

8:00 a.m. - 12:15 p.m. **Practicum**

Pre-registration necessary. There will be one refreshment break.

Saturday, September 2, 2000

7:30 a.m. ***Continental Breakfast***

8:00 a.m. - 11:00 a.m. **National CIA Design Team Forum**

The CIA Design Team will meet to review the just-concluded workshop and chart future activities. The session is open to all.

Appendix C Workshop Attendees

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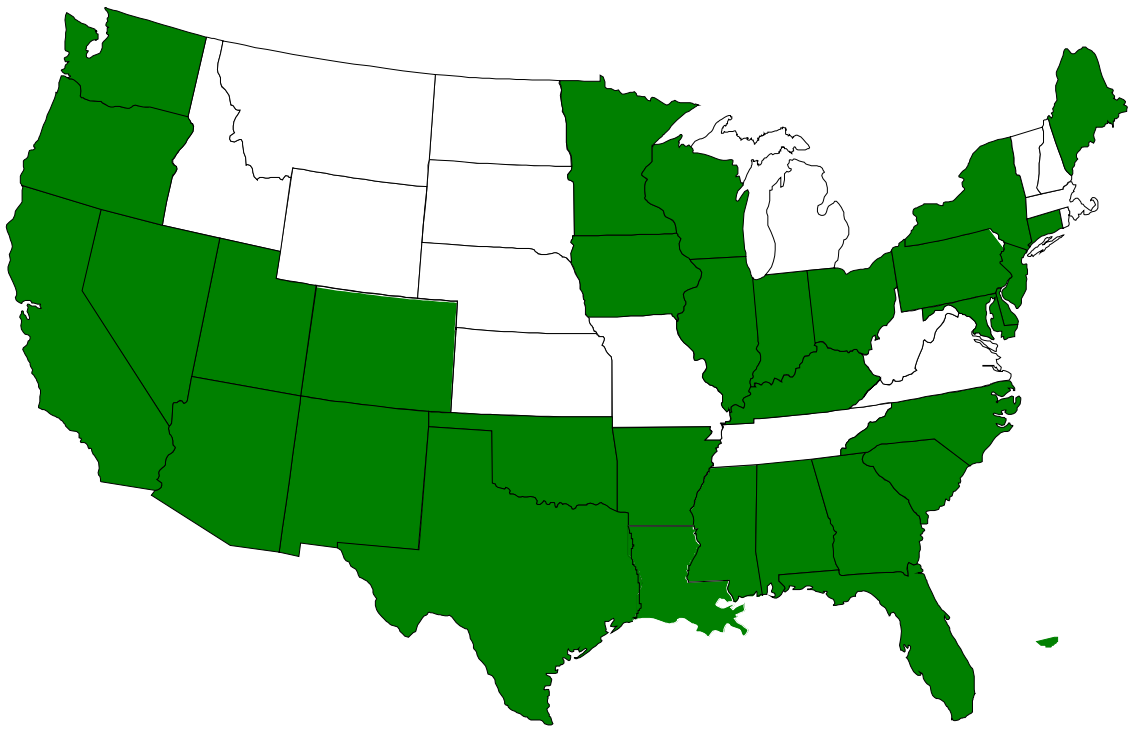
Appendix D States Represented at the Workshop



Represented at Workshop

Not Represented at Workshop